

Town of West Hartford, Connecticut
ANNUAL BUDGET
2020-2021



Adopted by the Town Council

Annual Budget

Fiscal Year July 1, 2020 - June 30, 2021

Adopted by the Town Council

**West Hartford
Connecticut**



**WEST
HARTFORD**



June 22, 2020

Town Council

Re: Fiscal Year 2020/21 Budget

I am pleased to present the fiscal year 2021 Adopted Budget totaling \$300,246,758, representing an increase of \$3,753,192 or 1.27% from the fiscal year 2020 Adopted Budget. The municipal services portion of the Adopted Budget totals \$112,854,278, representing an increase of \$2,494,704 or 2.26% over the current year Adopted Budget. The Superintendent of Schools' Adopted Budget totals \$170,073,528, an increase of \$1,272,839 or .75% over the current year. The capital financing portion of the budget for both municipal and education services totals \$17,318,952, a decrease of \$14,351 or .08% from fiscal year 2020.

Summary of General Fund Expenditures

	<u>FY 2020 Adopted</u>	<u>Town Council Adopted</u>	<u>Increase/Decrease</u>	<u>Percent Change</u>
Total Town Services	\$ 110,359,574	\$ 112,854,278	\$ 2,494,704	2.26%
Board of Education	\$ 168,800,689	\$ 170,073,528	\$ 1,272,839	0.75%
Capital Financing	\$ 17,333,303	\$ 17,318,952	\$ (14,351)	-0.08%
Total Expenditures	\$ 296,493,566	\$ 300,246,758	\$ 3,753,192	1.27%

The Town will need to increase property tax revenue by \$2,432,814 or .94% to finance the fiscal year 2021 Adopted Budget. Of this amount, \$2,175,115 will be generated as a result of Grand List growth. With respect to the tax rate, the Town Council has adopted a uniform mill rate of 41.80 mills to finance the Adopted Budget. This represents a 0% increase for real and personal property, and motor vehicles. Taxes for the average homeowner with two vehicles should be consistent with FY 2020.

Budget Policy Objectives

This budget process was extraordinary as the impact of the COVID pandemic forced the Town and School District to re-evaluate the overall needs of the residents in conjunction with the overall ability to finance those needs in the face of significant unemployment, a plummeting economy, and the ongoing battle to maintain the spread of the deadly virus. Decisions that in normal times would not be considered, were discussed and implemented in the name of public safety and health, including the closing all Town buildings to the public, requiring non-essential staff to stay home, and cancelling all activities where individuals would congregate such as sports, camps, outdoor pools and public events. The state, through executive orders issued by the Governor, suspended or amended certain rules and requirements in order to allow local governments to operate in this new reality. As examples, distance learning and virtual meetings became the norm and working remotely became a necessity.



In order to adopt a budget that minimized the fiscal impact on both residential and commercial communities, management proposed and the Town Council ultimately approved significant budget adjustments including hiring freezes, anticipated union concessions, reductions in non-critical services (including laying off a sizable amount of the Town's part time workforce), and putting on hold (pending further review and evaluation) all Town and Education activities that required public contact.

In an effort to mitigate the potential property tax increase, the Adopted Budget includes the use of \$1.5M of undesignated fund balance. Additionally, in accordance with the Pension Board's long term goals, the Town further reduced the discount rate from 7.125% to 6.99% to better project asset growth rates. The increase in the Fund's long term liability as a result of this decrease in the discount rate was primarily offset by adjusting the plan's amortization growth rate to better reflect consistency with other communities. The Town also continues to fund Other Post-Employment Benefits (OPEB) in accordance with actuarial recommendations.

Revenue Outlook

The 2019 Grand List increased by \$52,036,239 or 0.82%, for a net taxable Grand List of \$6,368,328,344. This represents measured growth during a non-revaluation year and is a testament to West Hartford's continued ability to attract residential and commercial investment. The real estate portion of the Grand List increased by \$31,168,568 or 0.55%. Personal Property increased by \$5,866,459 or 2.9% and the Motor Vehicle list increased by \$15,001,212 or 3.5%. The Adopted Budget maintains the current year's property tax collection rate of 99.1%.

The Governor's Biennial Budget has fluctuations in a variety of categories over the current year revised State Aid projection. Under the Governor's estimates, the Education Cost Sharing grant will increase by \$423,671. The Youth Services Grant, which had been a general fund revenue and was appropriated to Bridge Family Services, is now going directly to Bridge Family Services. Some adjustments have been made to revenue accounts as a result of limited programs and services proposed for recreation, senior centers, the Elmwood Community Center, and outdoor pools. Additionally, due to declining interest rates, investment income is also projected to decline.

In order to maintain the current FY 2020 mill rate of 41.80 mills for FY 2021, the Adopted Budget relies in part upon the use of \$1.5 million in undesignated fund balance.

Expenditures

The Town of West Hartford's General Fund budget is comprised of three major components: municipal services, the West Hartford Public Schools, and capital financing.

- 1) Municipal services - The municipal services portion of the Adopted Budget totals \$112,854,278, representing an increase of \$2,494,704 or 2.26% over the current year. The significant cost drivers leading to this increase include:
 - Fully funding the Actuarially Determined Employer Contribution (ADEC) for the Pension Fund;
 - Fully funding active and retiree health insurance;



- Reducing the uninsured reserve level by \$500,000 to \$1million which better reflects a reasonable reserve level;
- Transferring one additional Police Officer (total of two) position and benefits to the Parking Fund;
- Reducing the projection for non-union unsettled labor contracts by \$675,000, which will be achieved either through contract negotiations or layoffs;
- Increasing the ad valorem tax for wastewater service provided by the Metropolitan District Commission (MDC) by \$793,200 (6.9%);
- Reducing part time labor in Leisure and Social Services and Library to reflect the projected diminished programming available for summer camps, outdoor pools, Senior Centers and the Elmwood Community Center; all related to the COVID pandemic;
- Reducing part time labor in Public Works for Grounds Maintenance.
- Reducing other various accounts, including utilities, related to projected limited facilities usage as a result of the COVID pandemic.

While no program has been eliminated in its entirety, some of the budget amendments will diminish certain service levels.

- 2) West Hartford Public Schools budget – the final budget adopted by the Board of Education totals \$170,073,528, an increase of \$1,272,839 or 0.75% over the current year. Significant drivers include the following:
 - An increase of \$3,300,000 for salaries, in accordance with collective bargaining agreements;
 - A reduction of \$1,970,000 in benefit costs as the cost of retiree health benefits will be funded by the BOE Retiree Health Reserve in fiscal year 2020-21;
 - A net decrease of \$57,000 for all other expenses, resulting from the planned use of \$1,500,000 of current year surplus, which is to be transferred to a non-lapsing account and used to offset higher special education tuition, transportation, and professional services costs.
- 3) Capital financing – The capital financing portion of the budget for both municipal and education services totals \$17,318,952, a decrease of \$14,351 or 0.08% over the current year plan. Some notable projects for the first two years of the Capital Improvement Plan (CIP) include the Fern Street Bridge replacement (\$4,200,000), School Security Improvements (\$3,700,000), Animal Shelter (\$750,000), Police Shooting Range (\$750,000), Recycling Center Modernization (\$1,370,000), and Storm Water Management Projects (\$3,508,000).

Fund Balance

As stated earlier, one of management's objectives is to continue the Town's efforts to increase its undesignated fund balance in the General Fund. While West Hartford has long enjoyed a AAA/Aaa bond rating from the credit rating agencies, the Town was put on a negative outlook in fiscal year 2017 by Moody's Investor Services due in part to the uncertainty regarding State aid and a low undesignated fund balance ratio as compared to peer Connecticut AAA rated municipalities.



Moody's has since removed the negative outlook and reaffirmed the Town's stable outlook as a result of the Town's strong financial position and its commitment to achieve a 9% undesignated fund balance by the end of fiscal year 2019. While the Town's bond or credit rating is important as it is a significant factor in determining the interest rate that the local government will pay on bonds that it issues, the Town has decided to utilize \$1.5 Million of undesignated Fund Balance to stabilize the tax increase for FY 2021. Given the significant impact of the COVID pandemic, which continues to result in an increase in unemployment, fiscal instability, uncertain futures for local businesses and a general economic depression, the Town Council made a conscious decision not to raise taxes and not to eliminate programs (although some had to be suspended pending further guidance from the State) at a critical time when the community most needs the assistance of local government. Management plans to recommend that, over time, the Town increase fund balance level back to 9% and greater, if possible.

Impact on the Taxpayer

The FY 2021 Adopted Budget of \$300,246,758 represents an increase of \$3,753,192 or 1.27% over the FY 2020 Adopted Budget. The Council adopted a uniform mill rate of 41.80 mills for real and personal property and motor vehicles, which is consistent with the adopted uniform mill rate of 41.80 mills for FY 2020. Annual taxes should be consistent with FY 2020, with the only changes made as a result of depreciating assets, the addition or deletion of personal property and motor vehicles.

Conclusion

This budget, while being the most challenging in recent history, has also been one of the most rewarding. Through a bipartisan approach, the Town Council ultimately achieved a no tax increase budget while maintaining critical services to the public. As we move forward in to the new budget year, there will be additional challenges as we cautiously await further developments in our response to the pandemic. We will also prepare, as best as we can, to meet those new challenges with the same energy and determination that we have demonstrated.

The preparation of this budget and the CIP budget required a great deal of time, effort and creativity. We were forced to think out of the box and I believe this budget reflects that effort. I would like to thank all of the Department Directors and Program Managers for their cooperation and support during this budget process. I would also like to acknowledge the budget team – Peter Privitera, Lisa Newton, and Kari Hupfer - as well as the rest of the Finance Department staff for the patience, creativity and endurance that they have demonstrated throughout this unique budget process.

Sincerely,

Matthew W. Hart
Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of West Hartford
Connecticut**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

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A READER'S GUIDE TO THE BUDGET

This budget document is designed to serve as a policy document, a financial plan, an operations guide, and a communication tool. It is organized by department and within each department by the various funds that comprise the financial operations of the Town.

The **Fiscal Policy & Trends** section provides information on the major highlights and fiscal policies of the General Fund budget and a discussion of the trends and influences that affect the environment in which policy decisions regarding spending and taxation are made.

The **Budget Summaries** section summarizes financial and other information by fund and provides a concise overview of the budget for the fiscal year. Included in this section are summaries of revenues and expenditures by department and by category, as well as information on full-time positions and capital outlay.

Each **Departmental** section begins with a mission statement and a budget summary of the department's General Fund budget. The budget summary is classified into four categories:

- **Wages & Salaries** – Payroll costs for full-time and temporary employees.
- **Operating Expense** – Costs incurred for the normal operation and performance of Town services.
- **Equipment** – Payments of a relatively recurring nature to acquire or replace equipment for normal operating purposes with a value greater than \$5,000 and a life expectancy of one to five years.
- **Social Security/Fringe Benefits** – Costs related to social security, insurance, pension, active and retiree health care, and workers compensation expense. Also included are transfers and capital financing costs.

The remaining portion of this section contains a narrative describing budget and program highlights, detail of expenditures by division, performance measures and policy issues where appropriate, authorized positions and source of funds within the department. If the department has operations in a budgeted fund other than the General Fund, information is provided about the purpose of the fund, the strategy of the fund, the historical performance of the fund, the expected performance during the current fiscal year compared to the budgeted performance, and a discussion of the budget for the upcoming year.

The **Capital Budget** section details the Town's capital plan for the next two fiscal years providing financing policy and implications, as well as a detailed summary of each of the planned capital projects.

The **Budget Resolution** section contains the legislative actions for the Town Council to formally establish the budget for the upcoming fiscal year.

A **Glossary** section provides definitions of terms and acronyms used in the budget document and an alphabetized list of the budgeted "Other Funds" included in the budget document.

TOWN OF WEST HARTFORD ORGANIZATION VALUES

The Town of West Hartford is dedicated to providing quality services, as established by Town policymakers, in a responsive and cost-effective manner. This commitment to quality depends upon a dedicated partnership between residents, elected officials and the employees of the Town.

The Town of West Hartford has certain expectations and values shared by all to ensure organizational excellence and service quality. They are:

Getting Close to our Residents (Customers)

We encourage and promote communication between Town residents and all municipal employees by ensuring friendly, courteous and responsive services. We further encourage and promote resident participation in the development and review of all Town services.

Enhancing our Public Image

We are committed to upholding the highest ideals of professionalism and integrity in performing our responsibilities. We will strive to promote an awareness and understanding of Town programs and services to Town residents, our peers and other communities.

Improving Relations Among All Employees

We are committed to promoting the well-being of employees through professional development, skill building programs, open lines of communication and encouraging organizational participation and teamwork.

Being on the Leading Edge of Technology

We recognize that in order to remain competent and to be leaders in our areas of specialty, we must be committed to incorporating appropriate technological advancements into our delivery of services.

Committing to Long Range Fiscal and Administrative Planning

We are committed to a proactive approach to the issues and challenges confronting the community. We will utilize a wide range of forecasting models and tools to help ensure that the Town will anticipate events and make informed decisions that will help shape the future.

SIX MAJOR PUBLIC POLICIES FOR THE FUTURE

West Hartford must continually position itself to meet the challenges that lie ahead. There are six major public policies that form the basis of public actions.

- FIRST:** and foremost, West Hartford must be among the safest (personal and property security) in the region.
- SECOND:** West Hartford schools must continue the long tradition of being the State's public education leader by becoming more resourceful, providing quality programs, and being customer (parent) responsive.
- THIRD:** West Hartford's physical appearance must be the best in the area, without exception. This includes not only roads, sidewalks, and other parts of the rights-of-way in residential and commercial areas, but the strict enforcement of housing, zoning and environmental health codes to prevent the appearance of neglect.
- FOURTH:** West Hartford must provide the best customer service. The Town will commit itself to continuous improvement to achieve this.
- FIFTH:** West Hartford will incorporate the market forces of competition and entrepreneurialism while being mindful of the need to maintain public accountability.
- SIXTH:** West Hartford must always strive to be inclusive of its residents in developing public policy, and recognize the importance that strong neighborhoods have in enhancing the image of the community.

TOWN OF WEST HARTFORD'S ANNUAL BUDGET PROCESS

Budget Process Guided by Town Charter/Town Ordinance

The Town of West Hartford's fiscal year begins on July 1st and ends on June 30th. The budget cycle is determined by the requirements outlined in the Town Charter, Chapter VII, as follows:

1. Not later than 130 days before the end of the fiscal year, each department files a detailed statement of estimated revenues and proposed expenditures for the ensuing fiscal year. The Superintendent of Schools files a similar statement with the Board of Education and Town Manager at least 115 days prior to the end of the fiscal year.
2. Not later than 110 days prior to the end of the fiscal year, the Town Manager submits to the Town Council a recommended operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them.
3. Not later than 75 days before the end of the fiscal year, two or more public hearings are conducted at locations throughout the Town to obtain public comments.
4. Not later than 65 days before the end of the fiscal year, the budget is legally enacted through passage of an ordinance.

Budget Referendum Process

Within 25 days from adoption of the budget, Town electors may request that the budget be repealed if 6% of the electors sign a petition. The Town Clerk must certify the petition within five days.

After the Town Clerk's certification of the petition, the question shall be submitted to a referendum of the electors of the town, conducted in accordance with the relevant general statutes. At least ten days prior to such referendum the council shall cause to be published in a newspaper having circulation in the town a notice of such referendum, setting forth the date on which and the hours during which the referendum will be held and the text of the question as it will appear on the voting machines. Such referendum shall be held on a Tuesday.

If the vote to repeal succeeds, the Town Council shall adopt a substitute budget not later than midnight on June 30.

The substitute budget shall be subject to repeal if 6% of the electors sign a petition by July 31.

On the last Tuesday of September the question shall be submitted to a referendum of the electors of the Town. A majority vote of the electors to repeal the budget ordinance shall not become effective unless a total of at least 15% of the electors have voted.

If the vote to repeal succeeds, the council shall, not later than midnight on October 15, adopt a second substitute budget. The second substitute budget is not subject to a referendum.

Calendar for Fiscal Year 2020-2021 Budget Process

December 5, 2019	Budget guidelines distributed to departments
December - January 14, 2020	Departments prepare budget submissions
January 15 - March 10, 2020	Town Manager's budget review and production of Proposed Budget
March 10, 2020*	Proposed Budget presented to Town Council by Town Manager
March 12 - April 16, 2020	Council review of budget and two public hearings on budget
April 20, 2020**	Town Council adoption of budget
April 21 - June 12, 2020	Preparation of Adopted Budget documents

* Deadline, per Town Charter, is March 12th.

** Deadline, per Town Charter, is April 26th.

Budget Amendment Process

Per the Code of the Town of West Hartford, Chapter 18, Article II, section 18-28, the Town Council may make by resolution supplemental appropriations to the operating or capital budgets at any time during the fiscal year.

In order to do this, the Director of Financial Services must certify that there exists in the General Fund balance or in the capital reserve account a sufficient sum which is unencumbered and able to meet such appropriation.

Any additional appropriation that the Council may wish to provide must be embodied in a separate resolution which specifically designates the purpose of such appropriation to some single project or program. The source of revenue must be stated within the resolution.

The Town Council adopts the operating budget by department and appropriates funds into four categories of expense: wages & salaries, operating expense, equipment, fringe benefits and insurance. During the fiscal year, a department may transfer funds from one line item to another to meet unexpected costs. To do this an internal transfer of funds occurs, provided that the funds are transferred within one of the four characters of expense. This type of transfer requires the approval of the Director of Financial Services and the Town Manager. Any transfer between departments or characters of expense requires approval by the Town Council.

FINANCIAL ORGANIZATION OF ACCOUNTS

The financial operations of the Town of West Hartford are organized into funds, each of which is a separate fiscal and accounting entity. The funds employed by the Town are detailed below, by fund type. Funds denoted in **bold** are budgeted funds and the department responsible for the operations of each fund is in parentheses.

GOVERNMENTAL FUNDS

Governmental funds are those through which most governmental functions typically are financed. There are five types of governmental funds: the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds and Permanent Funds.

General Fund – the primary operating fund of the Town. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property taxes, state and federal grants, licenses, permits, charges for services, fines and forfeitures and interest income.

Special Revenue Funds – account for revenue derived from specific sources (other than major capital projects) that are restricted by legal and regulatory provisions to finance specific activities. The Town's Special Revenue Funds are as follows (funds are listed in department order):

Technology Investment Fund (Information Technology) – accounts for a recurring revenue stream dedicated to continued investment in the Town's e-business strategy.

Police Private Duty Fund (Police Services) – accounts for revenues generated by police private duty overtime fees and the related costs.

Police Home Ownership Program Fund (Police Services) – accounts for loan activity to assist police officers with closing and down payment costs to encourage them to reside in the Southeast quadrant of West Hartford.

Drug Enforcement Fund (Police Services) – accounts for grant revenue and proceeds from seized property to be used for drug enforcement and education.

Parking Lot Fund (Public Works) – accounts for operations of the Town's gated parking lots and parking meters in the Town Center.

Cemetery Operating Fund (Public Works) – an expendable trust fund that accounts for donations and other resources provided for the maintenance of Town-owned cemeteries.

Veterans Memorial Fund (Public Works) – accounts for donations to finance construction and maintenance of a community memorial to honor veterans.

Community Development Block Grant Fund (Leisure Services & Social Services) – accounts for federal grant revenue from the United States Department of Housing and Urban Development.

CDBG Housing Rehabilitation Fund (Leisure Services & Social Services) – accounts for housing rehabilitation activities funded via federal grant monies from the U.S. Department of Housing and Urban Development.

State Housing and Community Development Fund (Leisure Services & Social Services) – accounts for state housing funds for community development programs.

Westmoor Park Fund (Leisure Services & Social Services) – accounts for income received from an external trust and expenditures to maintain Westmoor Park.

CF Morway Fund (Leisure Services & Social Services) – accounts for trust revenue which may be utilized to purchase park and recreation equipment and facilities.

Affordable Housing Trust Fund (Leisure Services & Social Services) – accounts for loan activity to assist low and moderate income families.

The Town That Cares Fund (Leisure Services & Social Services) – accounts for donations used to provide financial assistance to residents in need.

West Hartford Library Fund (Library Services) – accounts for grants and other revenue derived from the Connecticard program, photocopying and computer search activities.

School Cafeteria Fund (Board of Education) – accounts for the operations of the school cafeterias, including sales of food, and state and federal subsidies.

School Interscholastic Sports Fund (Board of Education) – accounts for resources and expenditures related to interscholastic sports at the Town's high schools.

School Grants Fund (Board of Education) – accounts for state and federal grants used for various education programs.

School Special Programs Fund (Board of Education) – accounts for state grants, federal grants and charges for services to fund education special programs.

School Donations Trust Fund (Board of Education) – accounts for contributions to the school system used to make public school purchases.

Private School Services Fund (Non-Departmental) – accounts for a state grant and other funds necessary to provide mandated services to the Town's non-public schools.

Capital Projects Funds – used to account for and report on resources that are restricted, committed or assigned to expenditures for capital outlay.

Capital Projects Fund (Capital Financing) – accounts for all financial resources used for the acquisition of capital assets or construction of major capital facilities.

Capital and Non-Recurring Expenditures Fund (Capital Financing) – accounts for the resources accumulated for capital projects or equipment acquisition.

Debt Service Funds – used to account for and report on resources that are restricted, committed or assigned to expenditures for principle and interest.

Debt Service Fund (Capital Financing) – accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Blue Back Square Fund (Non-Departmental) – accounts for the financial activity of the Blue Back Square development project.

Permanent Funds – used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the Town's programs. The Town has one permanent fund:

Private Cemetery Fund (Public Works) – accounts for contributions and trust income used for the maintenance of private cemetery lots.

PROPRIETARY FUNDS

Proprietary funds are used to account for activities that are similar to those often found in the private sector. These funds are accounted for on the flow of economic resources measurement focus and use the accrual basis of accounting. The Town has two types of proprietary funds:

Enterprise Funds – account for operations that are financed in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Leisure Services Fund (Leisure Services & Social Services) – accounts for the operations of the Town's leisure activities.

West Hartford Center – Special Services District Fund (Non-Departmental) - accounts for the financial activity of the West Hartford Center Special Development District.

Internal Service Funds – account for the financing of goods or services provided by one department to other departments or agencies of the Town on a cost-reimbursement basis. The Town has two internal service funds:

Risk Management Fund (Human Resources) – accounts for the cost of the Town's insured and self-insured risk programs.

Utilities Services Fund (Facilities Services) – accounts for the cost of the Town's energy usage.

FIDUCIARY FUNDS

Fiduciary Funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, and other governments. The Town has two types of fiduciary funds:

Trust Funds – involve a trust agreement that affects the degree of management involvement and the length of time that resources are held. The Town has two trust funds:

Pension Trust Fund (Human Resources) – accounts for the payment of pension benefits and other costs associated with the operation of the Town's pension plan.

Other Post-Employment Benefits Fund (Human Resources) – used to report resources that are required to be held in trust for the members and beneficiaries of the Town's post-employment benefit plan.

Agency Funds – are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The Town has one agency fund:

Student Activity Fund (Board of Education) – accounts for the monies generated by student activities in the West Hartford school system.

BASIS OF ACCOUNTING

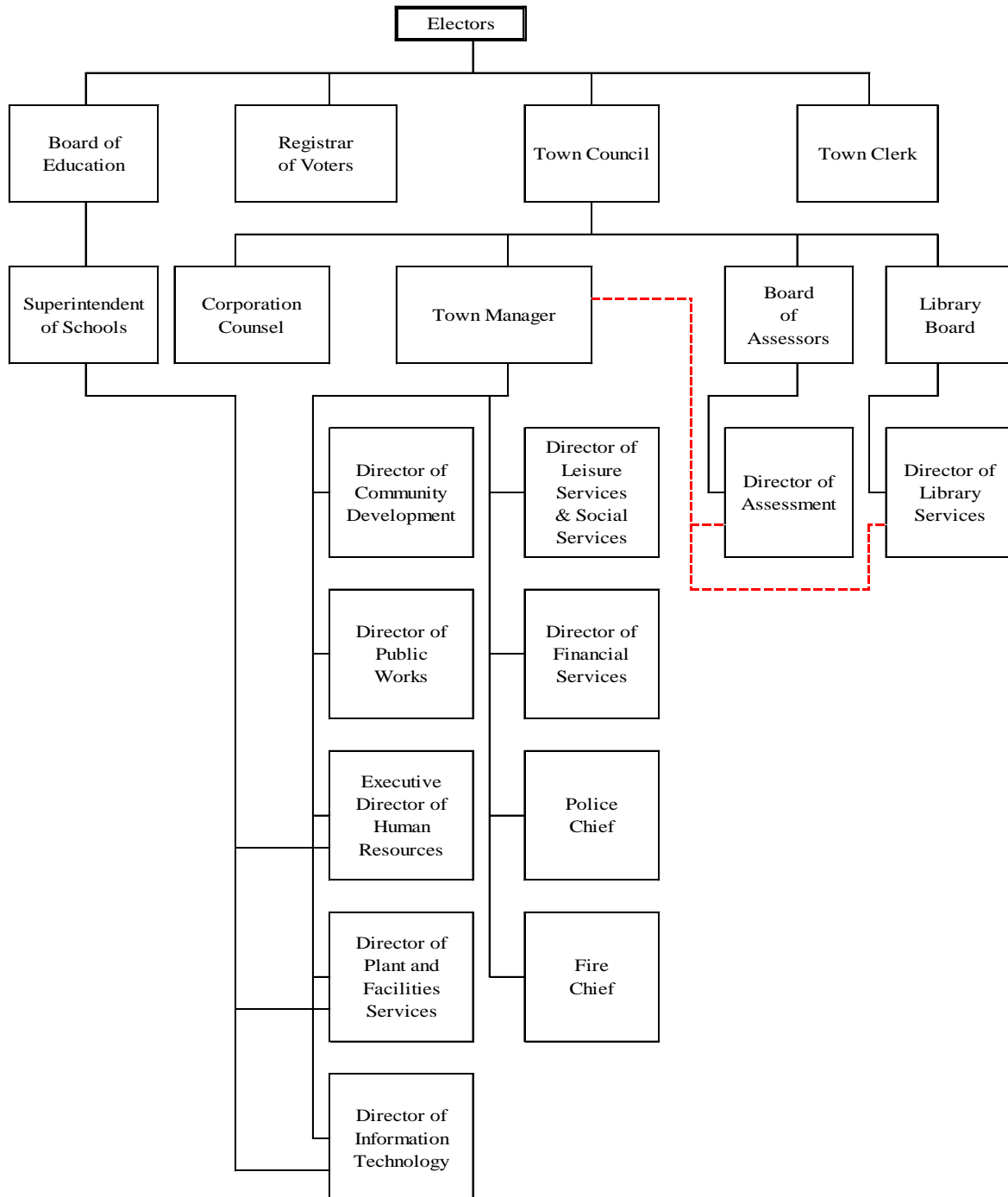
All General and Special Revenue Funds shall be accounted for on the **modified accrual basis**, under which revenues shall be recognized when actually received, or accrued when the Director of Financial Services determines them to be both measurable and available, and commitments of money shall be recorded as soon as they result in contingent liabilities to be met from available appropriations. This shall not apply to interest earnings, which may be recognized on a full-accrual basis, so as not to preclude the Town from maximizing investment earnings through utilization of long-term investments transcending one (1) or more fiscal years. Enterprise and Internal Services Funds utilize a full-accrual system of accounting. The Town shall utilize a full-encumbrance system for all funds in all financial transactions of the town. Salaries and wages of Town employees chargeable against valid personal services appropriations need not be encumbered, except at the close of the fiscal year. At the close of the fiscal year, all salary commitments and related employee benefits, such as social security, group insurance, retirement contributions and other obligations, as evidenced by a valid purchase order or contract accruing to the current accounting period, shall be itemized in a reserve for encumbrances; said itemized encumbrances, at the discretion of the Director of Financial Services, may be met from the aggregate total of the reserve for encumbrances.

This document is prepared on a **budgetary basis**, which follows the modified accrual basis of accounting except:

- a. Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year but are shown as reservations of fund balance on a GAAP basis.
- b. The Town accounts for "on-behalf" contributions made by the State of Connecticut to the Connecticut State Teachers' Retirement System as revenue in accordance with GASB Statement No. 24, *Accounting and Financial Reporting for Certain Grants and Other Financial Assistance*. As such, General Fund revenue and expenses on a GAAP basis reflect the recognition of "on-behalf" contributions by the State.

ORGANIZATIONAL STRUCTURE

TOWN OF WEST HARTFORD, CONNECTICUT



FISCAL POLICIES SECTION

With every budget cycle, the Town must balance its ability to preserve the current level of services provided to Town residents and taxpayers with increasing operating expenses. The fiscal year 2021 Proposed Budget strikes a balance between maintaining current services and increasing the tax burden, while being cognizant of the financial strain that tax increases impose on residents and commercial property owners.

The budget is designed to maintain undesignated fund balance at 9% of General Fund expenditures, with an eye towards incrementally increasing that level if prior year surplus allows. In addition, the budget allocates funding to both adjust the discount rate in the Town's pension plan from 7.125% to 6.99% to better reflect projected asset growth, and to mitigate the current level of underfunded Other Post-Employment Benefits (OPEB) liabilities. Lastly, the budget addresses operational needs in public safety, public works, and general government. The following policies are reflected in this budget:

- Continue to assume a property tax collection rate of 99.1%.
- Continue to use conservative revenue estimates in all non-tax and non-municipal aid categories.
- Utilize the Governor's proposed budget for State aid estimates.
- Continue to fully fund the Actuarially Determined Employer Contribution (ADEC) related to Pension liabilities, while evaluating the discount rate to best reflect projected asset growth.
- Adhere to planned phase in of ADEC related to Other Post-Employment Benefits (OPEB) liabilities.
- Explore options for service sharing with other municipalities.
- Reduce debt service costs by utilizing the Capital Non-recurring Expenditure Fund rather than long term debt financing.
- Regular rebidding of contracts for goods and services.
- Continued efforts to modify employee benefit programs to reduce costs.
- Evaluation of best practices for government operations.

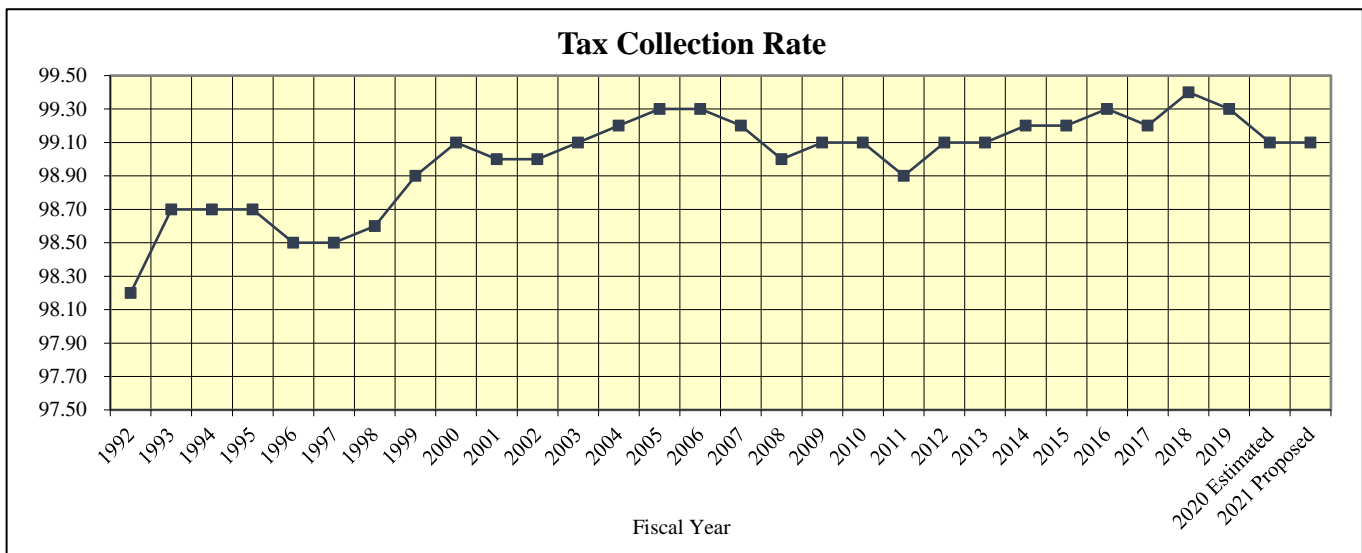
The fiscal year Proposed 2021 General Fund budget totals \$300,246,758 and represents an increase of \$3,753,192 or 1.3% from fiscal year 2020. The municipal services portion of the budget totals \$112,854,278; an increase of \$2,494,704 or 2.26%. The education budget totals \$170,073,528, an increase of \$1,272,839 or .75%. The capital financing budget for both municipal and education services is \$17,318,952 a decrease of (\$14,351) or (.08%). In order to finance the budget, an increase in current year property tax revenue of \$2,247,814 or .85% is required. Property taxes are the primary source of revenue for municipalities in Connecticut and increases in property tax revenue are generated from growth in the value of taxable property and increases in the tax rate. As a fully developed community, growth in the Town's taxable property is through re-use of existing property. The October 1, 2019 net taxable Grand List totals \$6,368,328,344, an increase of \$52,036,239 or 0.82%. This growth equates to approximately \$2,175,115 in property tax revenue. In order to generate the remaining property tax revenue required, a mill rate of 41.80 is required.

SUMMARY OF REVENUES

	FY 2020 <u>Adopted</u>	FY 2021 <u>Proposed</u>	Increase/ (Decrease)	Percent Change
Current Year Property Taxes	\$259,053,321	\$261,486,135	\$2,432,814	.9%
Other Property Taxes	4,625,000	4,440,000	(185,000)	(.4%)
Intergovernmental Revenue	24,268,026	24,716,822	448,796	1.9%
Charges for Services	6,082,727	5,942,333	(140,394)	.6%
Miscellaneous Revenue	2,001,000	1,602,000	(399,000)	(2.3)%
Transfers from Other Funds	463,492	559,468	95,976	20.7%
Use of Fund Balance		<u>1,500,000</u>	<u>1,500,000</u>	100.0%
Total Revenues	<u>\$296,493,566</u>	<u>\$300,246,758</u>	<u>\$3,753,192</u>	1.3%

Property Taxes

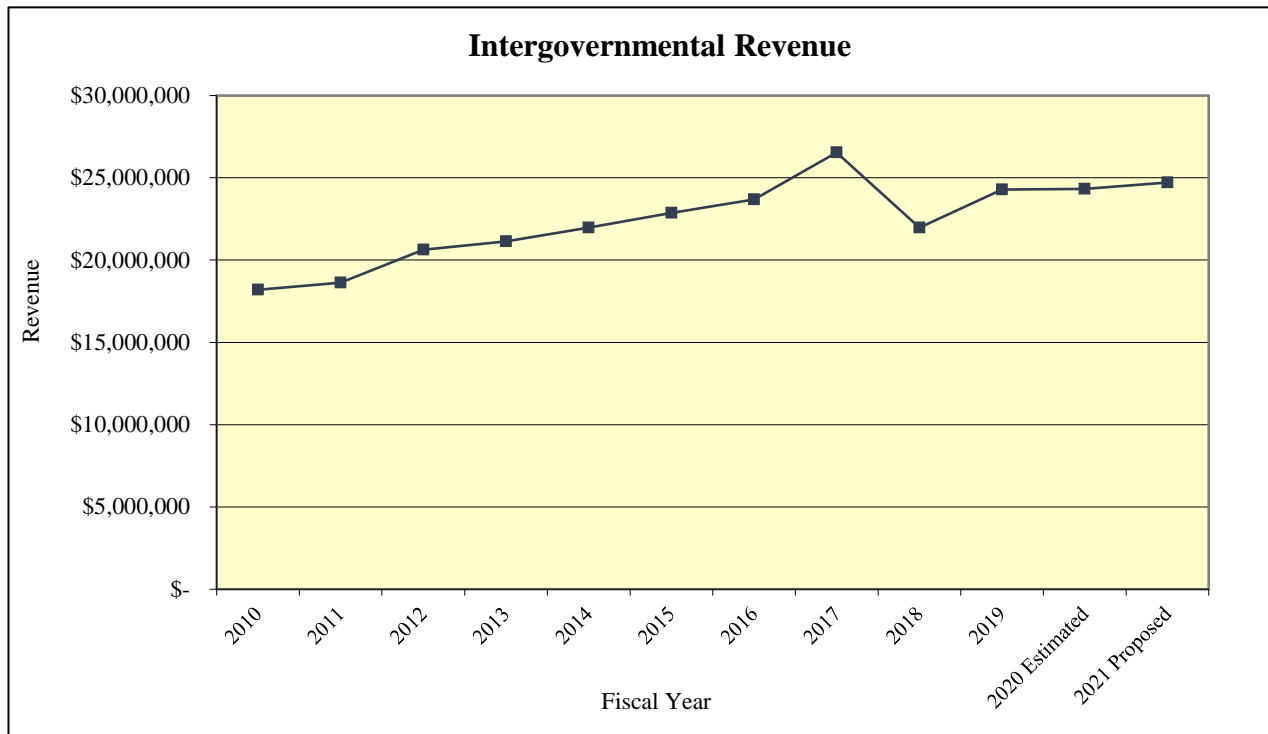
Approximately 88% of the annual General Fund budget is financed through current year property tax revenue. Increases in property tax revenue are generated from growth in the value of taxable property and increases to the mill rate. As a fully developed community, growth in the Town's taxable property is through re-use of existing property. The October 1, 2019 net taxable Grand List totals \$6,368,328,344; an increase of \$52,036,239 or 0.82%. The real estate portion of the Grand List increased by \$31,168,568 or 0.55%. This growth was attributed to the change in status of the UCONN campus from exempt to taxable; Delamar Hotel, Ringgold Estates, Gledhill Estates, sixteen new residential homes and ongoing remodeling projects. Motor vehicles increased by \$15,001,212 or 3.5%, primarily due to an additional 189 vehicles added to the Town's count. Business personal property increased \$5,866,459 or 2.9%. Growth in this category results partly from seventeen new businesses in Town as well as additional investment in newer capital equipment. Grand List growth is expected to generate an additional \$2,175,115 in tax revenue. The successful collection of current year property taxes is a critical element in determining property tax revenues and effectively managing the budget during the fiscal year. The collection of the second installment of real estate property taxes in January 2020 was consistent with experience in prior years and it is anticipated that the Town will achieve a 99.1% collection rate in the current fiscal year. The Proposed 2021 budget maintains the 99.1% collection rate assumption.



Intergovernmental Revenue

Estimated Intergovernmental Revenue for the proposed fiscal year 2020-2021 budget is detailed below. The Town's fiscal year 2020 adopted budget included State Aid revenue assumptions based on the information available at the time of adoption. The State budget that was subsequently adopted provided more favorable funding than the Town had estimated. The fiscal year 2021 Proposed Budget assumes the Governor's Proposed Biennial Budget.

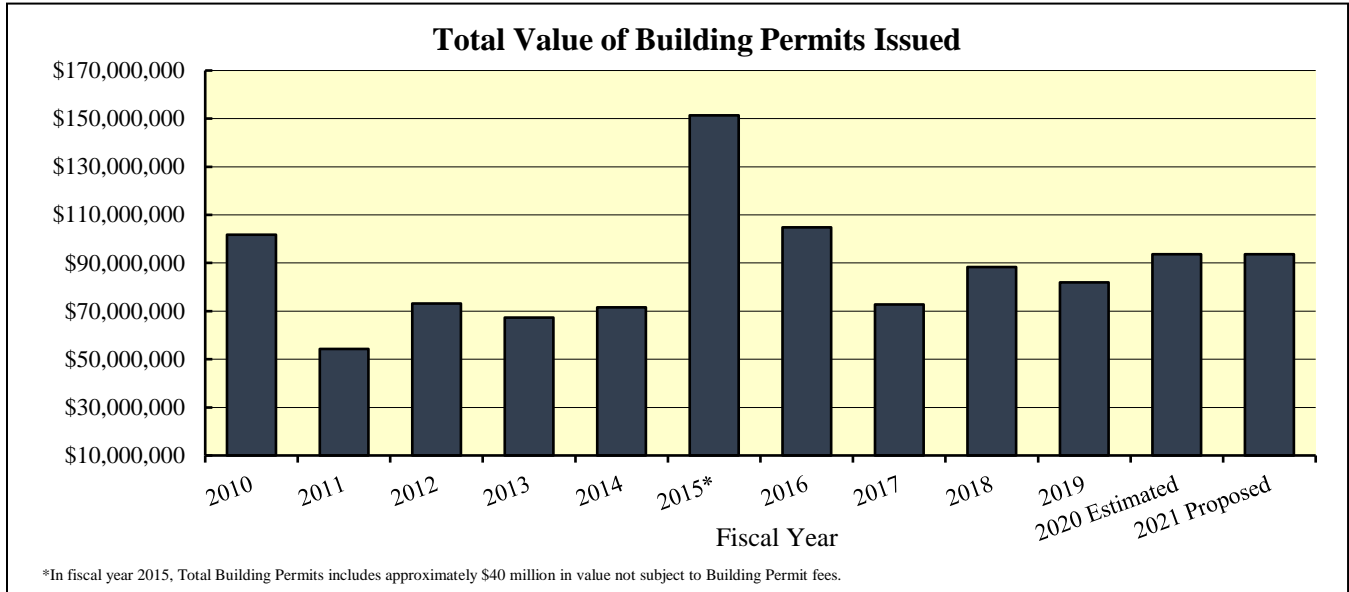
<u>Grant</u>	<u>FY 2020 Adopted</u>	<u>FY 2021 Proposed</u>	<u>Increase/ (Decrease)</u>
Education Cost Sharing	\$ 21,457,152	\$ 21,880,823	\$ 423,671
Grant for Municipal Projects	805,784	805,784	
Payment in Lieu of Taxes (PILOT)	899,435	899,435	
Pequot/Mohegan Fund Grant	27,820	27,820	
Town Aid Road	686,369	686,593	224
Other State Revenue	<u>369,314</u>	<u>331,755</u>	<u>(37,559)</u>
Total State Aid	\$ 24,245,874	\$ 24,632,210	\$ 386,336
Federal Aid	<u>22,152</u>	<u>84,612</u>	<u>62,460</u>
Total Intergovernmental Revenue	\$ 24,268,026	\$ 24,716,822	\$ 448,796



Charges for Services

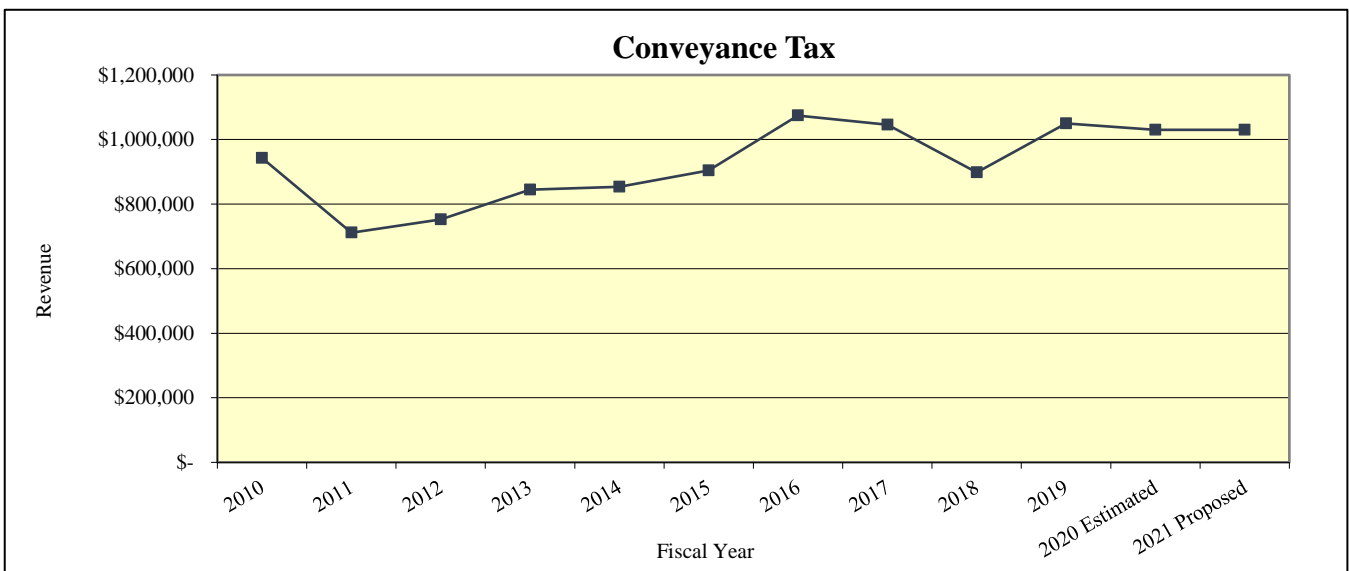
Building Permits

Estimated building permit revenue is expected to total \$1,600,000 for the proposed fiscal year 2021 budget, consistent with fiscal year 2020 adopted budget. The building permit fee is calculated on the value of new construction or building improvements. The fiscal year 2020 estimate is based on anticipated residential housing and commercial construction projects.



Real Estate Transactions

The Town receives fees established by the State of Connecticut for real estate transactions. Land records fee revenue is received for the actual recording of legal documents and conveyance taxes are charged on the transfer of all real estate. The fiscal year 2021 proposed budget reflects conveyance tax revenue of \$1,030,000 based upon the level of activity in the current fiscal year. The fiscal year 2021 proposed budget maintains land records fee revenue of \$200,000 which is consistent with current year experience. Land records fee revenue had achieved higher levels in prior years due to the volume of mortgage refinancings.



Miscellaneous Revenues

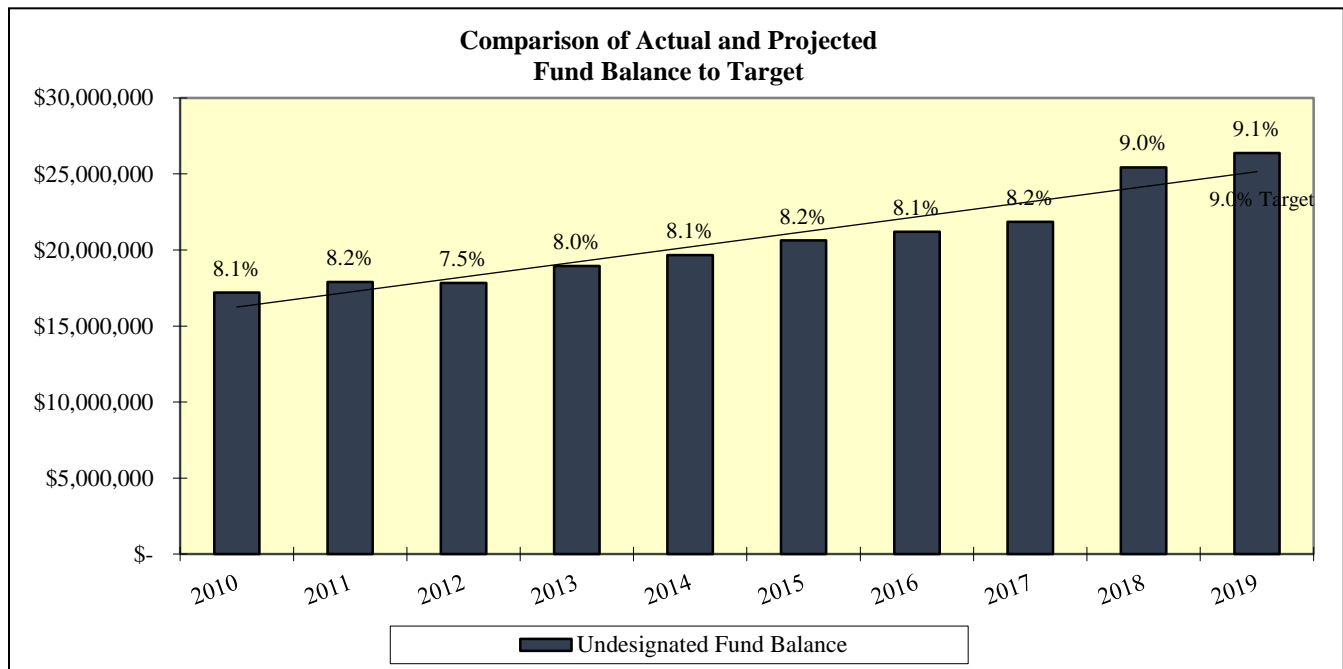
Investment Income

The Town invests available cash to generate interest income, a source of non-property tax revenue in the annual budget. The proposed fiscal year 2021 budget interest income is lower than the 2020 adopted budget due to lower interest rates. The Town invests available cash in the State Treasurer's Short-Term Investment Fund (STIF) and money market accounts at several financial institutions, at rates between 170 and 260 basis points, to maximize investment income within investment vehicles allowed by State statute. (See Investment Policy on page 2-12.)

The Town has also employed a strategy whereby a balance is maintained with its primary bank. While a lower interest rate is earned on these funds, the bank offers an 80 basis point earnings credit applied directly to banking fees charged to the Town. Investing funds in this manner results in significant cost avoidance. On a quarterly basis, the Town reviews independent bank ratings on all financial institutions with which relationships are maintained, investing only with those that maintain at least a three (out of five) star rating. Based on the current year projection and anticipated interest rates, the estimated interest and investment income for fiscal year 2021 is budgeted at \$850,000; a decrease of \$450,000 over the fiscal year 2020 adopted budget.

Use of Fund Balance

Fund balance is the amount the Town has accumulated from prior years when revenues exceeded actual expenditures. During fiscal year 2018, the Town Council appropriated \$3.2 million from surplus funds to increase fund balance. At the same time, the fund balance target was increased from 7% to 9% of General Fund expenditures. The Town's June 30, 2019 fund balance was \$26,375,671 or 9.1% of General Fund expenditures. On order to maintain the FY 2020 mill rate of 41.8 mills for FY 2021, the Adopted Budget relies in part upon the use of \$1,500,000 in undesignated fund balance. (See Fund Balance Policy on page 2-11.)



SUMMARY OF EXPENDITURES

	<u>FY 2020 Adopted</u>	<u>FY 2021 Proposed</u>	<u>Increase/ (Decrease)</u>	<u>Percent Change</u>
Town Services				
Wages & Salaries	\$42,367,168	\$42,532,682	\$165,514	.4%
Operating Expense	25,176,874	27,091,570	1,914,696	7.6%
Fringe Benefits	<u>42,815,532</u>	<u>43,230,026</u>	<u>414,494</u>	1.0%
Total Town Services	\$110,359,574	\$112,854,278	\$2,494,704	2.3%
Board of Education	\$168,800,689	\$170,073,528	\$1,272,839	.8%
Capital Financing	<u>\$17,333,303</u>	<u>\$17,318,952</u>	<u>(\$14,351)</u>	(0.1%)
Total Expenditures	<u>\$296,493,566</u>	<u>\$300,246,758</u>	<u>\$3,753,192</u>	1.3%

Town Services**Wages & Salaries**

Wages and salaries reflect an overall increase of \$165,514 or .4%. Regular payroll totals \$35,542,909, an increase of \$512,262 from the prior year adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. The budget includes applicable merit increases for eligible employees. A contingency has been established for potential wage settlements for all unsettled collective bargaining units. Police and Fire agreements are in place for fiscal year 2021, therefore, contractual wage increases are reflected in their department budgets. The Fire Department wages appear to be substantially higher on a year over year basis. This is due to the following: in fiscal year 2020, the Fire agreement was not ratified prior to budget adoption, therefore, the compounded multi-year Fire wage settlement amount was budgeted in the Contingency account. Prior to the end of the current fiscal year (2020), the value of those retroactive wage settlements will be calculated and transferred from the Contingency account to Fire payroll accounts. The preliminary estimated amount of the retroactive wage settlement, which will affect regular payroll, overtime and social security was approximately \$450,000. Therefore, when a comparison is made from the Fire payroll fiscal year 2020 adopted budget for wages and salaries, which does not include the retroactive wage settlements, to the fiscal year 2021 proposed budget for wages and salaries, which does include the wage settlements, the year over year variance is artificially inflated and is the reason why the Fire Department regular payroll accounts seem significantly higher.

The budget reflects funding for several upgraded positions in various departments. These include a Budget and Grants Manager, an Accountant II, an Economic Development Coordinator and a Fleet Crew Leader. Funding for one additional Police Officer position (total of two) and benefits has been transferred from the General Fund to the Parking Lot Fund. Hiring lags for vacant positions can be seen in the Community Development, Public Works, and Police Departments.

The appropriation for temporary/part-time personnel decreases \$566,142. Reductions to part time labor in Leisure and Social Services and Library are the result of the COVID-19 pandemic which caused a number of programs to be reduced or eliminated. Reduction to part time labor in Public Works Grounds Maintenance Division can also be seen. Temporary payroll increases are seen in the Registrar of Voters Office (\$13,625) and the Town Clerk's Office (\$8,000); both related to the upcoming Presidential election;

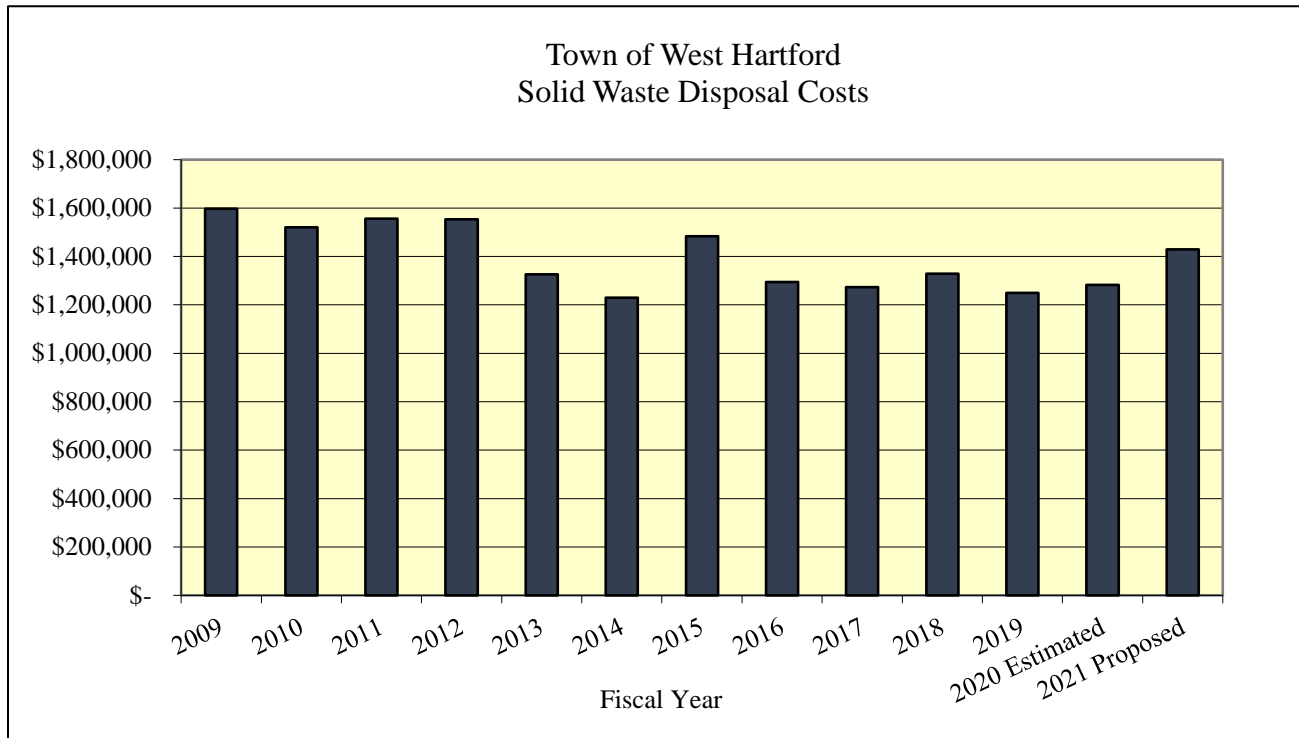
ANNUAL BUDGET 2020-2021

The Facilities Maintenance Division Temporary payroll increases (\$69,350) to meet the additional cleaning needs due to the COVID-19 pandemic as well as minimum wage increases. The Fire Department increases Temporary payroll to fully fund emergency management preparedness (\$16,000). The temporary/part time payroll decrease is offset by the minimum wage hourly increase scheduled to take effect on September 1, 2020.

The overtime appropriation increases \$195,807 primarily due to projected vacancy rates, minimum manning requirements and required training in the Fire Department. Variances in other departments are based upon anticipated workflow needs and the refill of new employees lower in the pay range than incumbents.

Operating Expense

Operating expense reflects a net increase of \$1,914,696 or 7.6% from the 2020 adopted budget. Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The appropriation for fiscal year 2021 increases \$793,200 or 6.9% from fiscal year 2020. Public Works operating expenses increase \$922,527 or 15.1% primarily due to the increased cost for the disposal of recyclable materials (\$670,000), contractual increases for disposal of municipal solid waste (\$72,500) and yard waste. Also, this budget provides half year funding for a Fleet Parts Management Service (\$53,000) in which a vendor will provide a full time Parts Clerk, maintain a parts inventory on site and process all of the documentation associated with purchase and return of parts as well as credits and rebates. As part of this agreement, parts purchased will be deeply discounted from retail rates. This program will allow mechanics more time to work on vehicles, thus increasing productivity. Software maintenance costs increase based on contractual requirements. General contributions increase \$34,176 related primarily to the Health District. The Public Works budget for vehicle maintenance increases \$27,000 due to the age of the fleet and the anticipated costs for parts, supplies and tires. An increase is made for water testing (\$6,500) to comply with MS4 requirements. Town-wide Utility costs, which are increasing \$131,886, represent the General Fund transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. The increased contribution for fiscal year 2021 results from amortization of less surplus available from the prior year resulting in an increase in Street lighting, natural gas, and hydrants. Overall cost of electricity continues to trend down due to continued conservation projects.



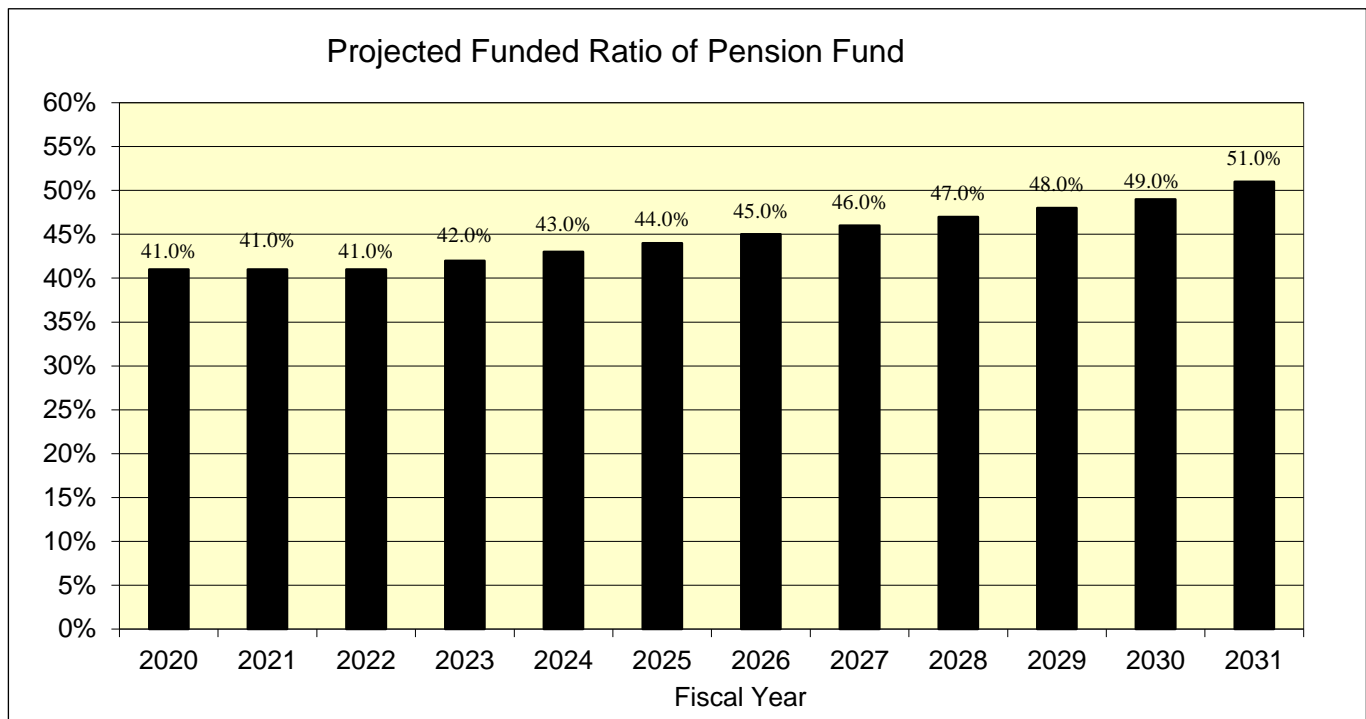
Fringe Benefits & Insurance

Risk management expense represents the cost of employee health benefits, insurance, self-insurance and workers' compensation programs and is allocated amongst the budgets of the BOE, Town and other funds. The Town's General Fund risk management expense increases \$829,446, or 4.2% in fiscal year 2021. Town Health Program expense increases \$445,782, reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase in active employee health care costs based upon current year trends. The other risk programs are experiencing variances due to claim trends and amortization of accumulated surplus/deficit in each program: heart and hypertension (\$114,638), self-insured (\$161,215), workers' compensation (\$65,439), and insured (\$42,372).

Pension Benefits

The Actuarially Determined Employer Contribution (ADEC) for fiscal year 2021 is \$25,439,481, a year over year increase of \$208,481. As indicated in the July 1, 2019 valuation, the unfunded accrued liability increased by \$44.16 million from July 1, 2018 to July 1, 2019. The Plan's market value increased \$4.95 million from July 1, 2018 to July 1, 2019, while the actuarial value of assets increased by \$8.55 million. The actuarial value is a smoothed asset value that recognizes gains and losses in value over a five year period, reducing the impact of volatile fluctuations in the market in a given year. The discount rate for the July 1, 2019 valuation was reduced from 7.125% to 6.99% and a new blended mortality table based on public sector employees was utilized as well. Partly due to these recommended changes, the funded status of the plan decreased from 42.7% to 40.9%.

Based on the most recent data, the actuaries updated a ten year projection of the plan aimed at gradually increasing the funded ratio while mitigating year to year ADEC increases and reducing annual normal cost. Normal cost is the payment made to the Pension Fund by the Town to fund benefits earned by active employees each year. Reducing future normal cost is significant in stabilizing and reducing future plan liabilities. The following chart indicates projected funded ratios.



Retiree Medical

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2017, is \$169,415,000. A new OPEB valuation is expected later in fiscal year 2020. These benefits are paid from a retiree health care reserve fund established in 1984. The General Fund makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 to restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The General Fund contribution to the retiree health care reserve fund increases \$400,000 in fiscal year 2021 resulting in a Town contribution of \$9,672,000.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. An OPEB (Other Post-Employment Benefits) trust fund was established for these employees and the Actuarially Determined Employer Contribution (ADEC) to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has also begun phasing in contributions to reach the ADEC for employees hired prior to 2003 over a multi-year period.

Education

The fiscal year 2021 education budget totals \$170,073,528; an increase of \$1,272,839 or .75%.

- Salaries, which are the largest component of the education budget (64%), are increasing \$3.3 million. This increase reflects rate adjustments required by collective bargaining agreements, positions required to meet new State graduation requirements and additional special instruction staff to meet student needs. Reductions in regular education staff at the elementary and middle school levels result from declining enrollment.
- Employee benefit expense, which represents the second largest portion of the budget (20%), is reduced by \$1,970,000 as the cost of retiree health benefits will be funded by the BOE Retiree Health Reserve in fiscal year 2020-21. Pension costs for non-certified staff are increasing \$234,000 based on the Board's share of actuarially determined employer contribution for the Town Pension Plan. The district successfully transitioned health insurance coverage for all employees and retirees to the State Partnership Plan in the current year. An estimate for premium increases is included in the proposed budget.
- A net decrease of \$57,000 for all other expenses and is the result of the planned use of \$1,500,000 of current year surplus, which is to be transferred to a non-lapsing account and used to offset higher special education tuition, transportation, and professional services costs.

Capital Financing

The 2021-2032 Capital Improvement Program (CIP) invests \$261,428,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment.

While the CIP is comprised primarily of recurring projects whose purpose is to maintain the infrastructure of the Town and prevent expensive repairs, there are also a few non-recurring projects as noted below.

- **Transportation and Circulation:** The Fern Street Bridge over Trout Brook, originally constructed in 1939, was recently inspected and recommended for replacement. It is still safe and should remain open, but is scheduled to be replaced in fiscal year 2022. The estimated cost of replacement is \$4,200,000 of which approximately \$3,000,000 will be funded via grant funds. The balance of \$1,200,000 will be funded through the issuance of bonds. Additional funds have been added to extend the linear miles of streets to be resurfaced and Storm Water Management project funds have been increased to address issues; culverts rehabilitation, levee inspection and additional design work.
- **Education:** The CIP includes \$2,350,000 in Year 1 and \$1,350,000 in Year 2 to address school security improvements. Grants of \$470,000 in Year 1 and \$270,000 in Year 2 will offset these expenses. The primary projects to be addressed over the next two years are related to enhancing the security features of main offices by creating controlled entrances for visitors. These entrances will feature security vestibules which will allow school office personnel to electronically monitor and permit access to the building.
- **Town Building Improvements:** In Year 1, \$100,000 is available for project planning for both the Animal Shelter and Police Shooting Ranges (\$50,000 for each project) and \$700,000 for each project construction in Year 2. The Recycling Center Modernization Project (\$1,370,000) is also scheduled to be completed in Year 1 of the plan.
- **Government Operations:** This is a new category which identifies projects previously listed under the Miscellaneous Improvements category. Funds for completion of the Property Revaluation Project (\$300,000) are included in Year 1 as well as funding for an automated Time and Attendance System (\$250,000) to be implemented in conjunction with the new MUNIS Payroll module
- **Rolling Stock/Miscellaneous Equipment:** This is also a new category with items previously identified under Miscellaneous Improvements category. Included in this category are replacement vehicles for Town operations (Assessor, Engineering, Building, and Planning), Public Safety (Police, Fire) and a replacement vehicle for Westmoor Park. Additionally, a new line item, Miscellaneous Equipment is also added. Year 1 includes funding for a washer for Fire protective gear, a replacement ECG machine and rescue tools for the Fire Department.

For fiscal year 2021, a transfer from the General Fund of \$17,228,952, use of \$1,000,000 in bond premium, from prior and a current year bond sale, and use of \$950,000 of Debt Service Fund fund balance are proposed to provide funding for debt service payments. During FY 2019, the Town projected a substantial surplus by the end of the fiscal year. Anticipating a significant increase in debt service payments in FY 21, \$950,000 was specifically transferred to the Debt Service Fund to mitigate that increase.

FUND BALANCE POLICY – GENERAL FUND

TOWN OF WEST HARTFORD

The Government Finance Officers Association (GFOA) recommends that governments establish a formal policy on the level of unrestricted fund balance in the General Fund. Credit agencies are in general agreement with this GFOA recommendation as they carefully monitor levels of unrestricted fund balance in a government's General Fund in order to properly evaluate a government's continued creditworthiness. The Town of West Hartford (Town) is in agreement and believes that in order to ensure the long-term economic stability of the Town, a policy that requires maintaining a prudent level of financial resources in order to protect against reducing service levels or raising taxes and fees as a result of unforeseen catastrophic events, unexpected revenue shortfalls, or unpredicted one-time expenditures, is necessary. Furthermore, the Town recognizes that the creation of a formal fund balance policy for the General Fund is essential to preserve and maintain our Triple "A" credit rating.

Accordingly, the Town seeks to maintain an annual minimum unrestricted fund balance in the General Fund of 7.5% of expenditures as stated in the General Fund Schedule of Expenditures and Other Financing Uses Budget and Actual (NON-GAAP BUDGETARY BASIS) in the Town's most recent Comprehensive Audited Financial Report. Should the unrestricted fund balance fall below 7.5%, the Town will take all necessary steps to restore it to at least 7.5% as soon as practical.

The Town intends to limit its unrestricted fund balance in the General Fund to no more than 15% of the audited General Fund Expenditures as stated in the General Fund Schedule of Expenditures and Other Financing Uses Budget and Actual (NON-GAAP BUDGETARY BASIS) in the Town's most recent Comprehensive Audited Financial Report.

Amounts in excess of 15% will be available for appropriation for the following purposes:

1. **Tax Relief Purposes:** Excess unrestricted fund balance may be used for tax relief purposes. This is allowable only when that tax relief is part of an overall strategy that is intended to smooth out projected tax levy increases over a multiyear period.
2. **Unanticipated Operating Expenses:** Excess unrestricted fund balance may be used to offset operating budget expenses in extraordinary cases where those expenses are unanticipated and substantial and/or are projected to occur over a multiyear period.
3. **Recurring Capital Projects:** Excess unrestricted fund balance may be used for recurring capital projects including, but not limited to, Arterial Street Reconstruction, Neighborhood Street Reconstruction, Street Resurfacing and Town Building Improvements.

The Town acknowledges that a drawdown of excess fund balance to mitigate tax increases or to support operations is essentially a one-time source of funding and, therefore, the Town commits to manage any excess fund balance drawdown(s) in a prudent and fiscally responsible manner. When appropriate, drawdowns of excess fund balance will be utilized over a multiyear period. If a significant drawdown of excess fund balance is proposed for a single fiscal year period, the Town Manager will be required to submit a fiscal analysis to the Town Council outlining the impact that one time revenue will have on the following fiscal year's operating budget.

Any recommended usage of excess fund balance must be proposed by the Town Manager and authorized by the Town Council.

TOWN OF WEST HARTFORD, CONNECTICUT

STATEMENT OF GENERAL INVESTMENT POLICY

I. Responsibility

Under Chapter 18 of the West Hartford Code, the Director of Finance is responsible for the custody of Town funds and money. This includes the investment of all town funds of the Town of West Hartford, including the General Fund, Special Revenue Funds, Capital Projects Fund, Proprietary Funds, and Trust and Agency Funds, and any other funds which may be created from time to time. Investment of those funds shall be administered in accordance with the provisions of this policy. This policy does not apply to the Risk Management Fund (and Capital and Nonrecurring Expenditure Fund), equity reserves and designated liability reserves, which are governed by the Statement of Reserve Investment Policy, nor its employee retirement system funds, which are administered separately and governed by the Statement of Pension Plan Investment Policy.

In meeting this responsibility, the Director of Financial Services establishes objectives for the investment of these funds, may select an investment manager, oversees the compliance of the manager with all articles and restrictions on the investment of the funds, and evaluates the performance of the investment manager, if one is selected. The Town Manager approves the contracts and/or fee schedules of the investment manager and the investment custodian and approves the continuation of the business relationships with the investment manager and the custodian.

Town funds are invested under the authority of Section 7-400 of the Connecticut General Statutes (CGS).

II. Policy Rationale

The Town believes that prudent investment management requires a statement of investment policies and objectives to guide the investment manager responsible for investing Town assets. Investment objectives should reflect the Town's goal of attaining market rates of return on its investments, consistent with constraints imposed by its safety objectives, cash flow considerations, and state laws that restrict the investment of public funds. All participants in the investment process shall seek to act responsibly as custodians of the public trust.

Inherent in the investment policy statement is the Town's belief that investment strategies should reflect a prudent investor's tolerance for risk. Certain specified investment restrictions are appropriate to help define the degree of risk tolerance acceptable to the Town. The Town believes that diversification is fundamental to the spreading of risk, for example. Fundamental to this diversification is asset allocation, and as indicated below, the Town accepts responsibility for asset allocation decisions, but may delegate asset allocation responsibility to its investment manager.

The Town's rationale for a statement of investment policy is to produce a superior return for the Town through prudent asset allocation and superior investment performance within the designated asset classes.

III. Objectives

The primary objective of the investment of Town funds is to earn an annualized return, including both income and changes in market value after management charges, which exceeds the rate of inflation by 2% as periodically expressed in the Consumer Price Index. The Town recognizes that this objective will not be attainable in periods of market adversity, and the Town places its emphasis on measuring attainment over periods long enough to encompass both a peak and a bottom in the appropriate markets.

The secondary objective of the investment fund is to earn an annualized return which ranks it in the top 40% of appropriate populations of funds as tabulated by Piper, SEI, and others. As in the case of the primary objective, the Town will emphasize standings in these populations for periods long enough to encompass market peaks and valleys, but will nonetheless assess relative performance at least quarterly.

Although these objective standards will be primary in the Town's assessment of manager performance, the Town will make use of other competitive data, as are made available to it.

If the Town selects an investment manager or managers for expertise in a specific class, or classes, of securities, the class objective standard will become primary in the Town's assessment of the particular manager. The Town will assess performance quarterly and will expect that the manager will rank in the top 40% of the appropriate population(s) over periods long enough to encompass both a peak and a bottom in the appropriate markets.

IV. Asset Allocation

Although asset allocation is finally the responsibility of the Town, the Town may delegate this responsibility or portion thereof to its investment manager, subject to certain restrictions. The Town will strive to give its investment manager the broadest possible mandate to utilize their expertise.

V. Specific Restrictions

A. General Restrictions on Asset Classes

Per CGS Sections 7-400, the portfolio may be invested:

- a. In the obligations of the U.S. Government, including the joint and several obligations of the FHLMC, FNMA, GNMA, and FSLIC, the U.S. Postal Service, all federal home loan banks, all federal land banks, all federal intermediate credit banks, the Central Bank for Cooperatives, the Tennessee Valley Authority, or any other agency of the United States government.
- b. In the obligations of any state of the United States or of any political subdivision, authority of agency thereof, provided at the time of investment such obligations are rated within one of the top two rating categories of any nationally recognized rating service or of any rating service recognized by the state commissioner of banking.
- c. In the obligations of the State of Connecticut or of any regional school district, town, city, borough or metropolitan district in the State of Connecticut, provided at the time of investment the obligations of such government entity are rated within one of the top three rating categories of any nationally recognized rating service or of any rating service recognized by the state commissioner of banking.

Other permissible investments include certificates of deposit, commercial paper, savings accounts, and bankers' acceptances, and the State Short Term Investment Fund (STIF).

B. Specific Restrictions

Unless specifically approved by the Town, all short term securities in the investment fund will be under the management of the Town, a single investment manager or the Town's custodian bank. To the extent that an investment manager elects to leave monies allocated to it in short term investments, these investments will be aggregated with all securities under the manager's responsibility for management fee purposes.

Short term securities are those which have a maturity date within one year at time of purchase. All short term investments must satisfy at least one of the following criteria:

- a. It is an obligation or guaranteed by the U.S. Government.
- b. It is commercial paper rate A-1 or P-1 by Moody's Investors Service or Standard and Poor's Corporation.
- c. It is a certificate of deposit or a banker's acceptance of a commercial bank with assets of at least \$20 billion and permanent capital of at least \$1 billion with the last five years of profitable operation.
- d. It is a repurchase agreement against the collateral of U.S. Treasury or government guaranteed securities with banks meetings requirement c. above and primary government securities dealers.

Because of the need to demonstrate compliance with state statutes, the Town does not permit the pooling of short term investments with those of other accounts under the manager's or the bank's direction.

VI. Diversification and Maturities

Funds of the Town shall be invested in instruments whose maturities do not exceed five years at the time of purchase. Investments shall be diversified to eliminate the risk of loss resulting from overconcentration in a specific maturity, a specific issuer, or a specific class of securities. In establishing diversification strategies, the following general policies shall apply:

- a. Maturities shall be staggered to avoid undue concentration of funds in a specific maturity. Maturities selected shall provide for stability of income and reasonable liquidity.
- b. Liquidity shall be assured through practices ensuring that the next disbursement date and payroll date cash flow needs are covered through maturing investments or marketable U.S. Treasury bills.
- c. At least five (5) percent of the portfolio shall be invested in overnight instruments or in marketable securities which can be converted into cash with one day's notice.

VII. Security

To protect against potential fraud, funds of the Town invested in repurchase agreements or bearer instruments shall be secured through third-party custody and safekeeping procedures. Investment officials shall be bonded to protect the public against possible embezzlement and malfeasance. Collateralized securities such as repurchase agreements shall be purchased using the delivery versus payment procedure. Unless prevailing practices or economic circumstances dictate otherwise, ownership shall be protected through third-party custodial safekeeping.

VIII. Investment Coordinator

The Town's Director of Finance shall serve as the investment coordinator.

IX. Investment Custodian

The Town (shall) may employ an investment custodian to hold or arrange for the holding of the securities in the portfolio and to execute investment transactions in accordance with instruction received from the investment manager. At least annually, the Town will review the fee schedule and performance of the investment custodian and approve the custodian's fees.

TOWN OF WEST HARTFORD

FISCAL YEAR 2020-2021

BUDGET IN BRIEF

ALL FUNDS

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
General Fund	\$291,295,619	\$296,493,566	\$297,619,480	*\$298,746,758
Blue Back Square Fund	3,662,829	4,056,855	3,921,732	3,941,719
Community Development Block Grant Fund	958,668	802,061	1,808,589	773,055
CDBG – Housing Rehabilitation Fund	154,167	165,000	165,000	200,000
State Housing & Community Development Fund	27,427			
Westmoor Park Fund	700,322	697,096	716,000	733,632
Leisure Services Fund	3,963,929	4,286,550	4,216,703	4,468,550
Private School Services Fund	2,413,967	2,526,174	2,452,103	2,501,754
West Hartford Library Fund	47,330	15,000	15,000	15,000
Parking Lot Fund	3,094,160	2,780,946	2,720,608	3,038,761
Technology Investment Fund	14,924	10,000	12,000	10,000
Capital & Non-Recurring Expenditure Fund	2,728,346		56,456	
Police Private Duty Fund	1,674,317	1,900,000	1,900,000	1,900,000
Cemetery Operating Fund	430,509	384,800	390,000	626,875
Total Revenue & Other Resources	\$311,166,514	\$314,118,048	\$315,993,671	\$316,956,104

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
General Fund	\$290,356,560	\$296,493,566	\$297,144,520	\$300,246,758
Blue Back Square Fund	3,902,975	3,891,250	3,831,544	3,410,500
Community Development Block Grant Fund	958,668	802,061	1,808,589	773,055
CDBG – Housing Rehabilitation Fund	154,167	165,000	165,000	200,000
State Housing & Community Development Fund		27,500	27,500	
Westmoor Park Fund	741,029	729,733	726,359	741,570
Leisure Services Fund	4,527,402	4,197,858	4,326,954	4,486,777
Private School Services Fund	2,413,967	2,526,174	2,452,103	2,501,754
West Hartford Library Fund	39,240	15,000	15,000	15,000
Parking Lot Fund	3,068,613	3,308,362	3,009,272	3,378,930
Technology Investment Fund		10,000	26,716	10,000
Capital & Non-Recurring Expenditure Fund	2,895,383	1,600,000	2,408,791	2,073,000
Police Private Duty Fund	1,611,794	1,878,883	1,878,883	1,855,767
Cemetery Operating Fund	378,932	384,502	384,502	476,342
Total Expenditures & Other Uses	\$311,048,730	\$316,029,889	\$318,205,733	\$320,169,453

CHANGE IN FUND BALANCE	\$ 117,784	(\$ 1,911,841)	(\$ 2,212,062)	*(\$ 3,213,349)
BEGINNING BALANCE	\$ 33,570,070	\$ 33,687,854	\$ 33,687,854	\$ 31,475,792
ENDING BALANCE	\$ 33,687,854	\$ 31,776,013	\$ 31,475,792	\$ 28,262,443

*A use of \$1.5M of General Fund Unrestricted Fund Balance is budgeted in fiscal year 2021.

ANNUAL BUDGET 2020-2021

Summary of Sources, Uses And Changes in Fund Balances - All Funds

	General Fund	Blue Back Square Fund	CDBG Fund	CDBG Housing Rehab Fund	State Housing Fund	Westmoor Park Fund	Leisure Services Fund
<u>Revenues</u>							
Property Taxes	\$265,926,135						
Intergovernmental	24,716,822		\$773,055	\$200,000			
Charges for Services	5,942,333	\$19,800				\$352,632	\$4,360,150
Miscellaneous	1,602,000					381,000	38,400
Total Revenues	\$298,187,290	\$19,800	\$773,055	\$200,000	\$0	\$733,632	\$4,398,550
<u>Other Resources</u>							
Transfers In	\$559,468	\$3,921,919					\$70,000
Total Other Resources	\$559,468	\$3,921,919	\$0	\$0	\$0	\$0	\$70,000
Total Revenue & Other Resources	\$298,746,758	\$3,941,719	\$773,055	\$200,000	\$0	\$733,632	\$4,468,550
<u>Expenditures</u>							
Town Clerk	\$ 286,492						
Town Council	396,659						
Town Manager	399,050						
Corporation Counsel	441,423						
Registrar of Voters	274,702						
Information Technology	1,047,295						
Financial Services	2,413,207						
Assessor	761,255						
Human Resources	482,936						
Fire Department	12,654,077						
Police Department	16,737,520						
Community Development	2,575,014						
Public Works	11,515,259						
Plant & Facilities Services	2,063,389						
Leisure Services & Social Services	2,810,768		\$723,055	\$200,000		\$713,255	\$4,486,777
Library Services	3,330,015						
Education	170,073,528						
Debt Service	17,318,952						
Non-Departmental	52,745,773	\$3,410,500					
Total Expenditures	\$298,327,314	\$3,410,500	\$723,055	\$200,000	\$0	\$713,255	\$4,486,777
<u>Other Uses</u>							
Transfers Out	1,919,444		50,000			28,315	
Total Other Uses	\$1,919,444	\$0	\$50,000	\$0	\$0	\$28,315	\$0
Total Expenditures and Other Uses	\$300,246,758	\$3,410,500	\$773,055	\$200,000	\$0	\$741,570	\$4,486,777
Change in Fund Balance	\$1,500,000	\$531,219	\$0	\$0	\$0	(\$7,938)	(\$18,227)
Estimated Fund Balance 7/1/20	\$26,970,975	(\$175,700)	\$0	\$0	\$171	\$383,850	(\$2,993,453)
Estimated Fund Balance 6/30/21	\$25,470,975	\$355,519	\$0	\$0	\$171	\$375,912	(\$3,011,680)

NOTE: Transfers In and Out on this schedule may not balance since some transfers are between budgeted and unbudgeted funds.

ANNUAL BUDGET 2020-2021

Summary of Sources, Uses And Changes in Fund Balances - All Funds

	Private School Services <u>Fund</u>	Library <u>Fund</u>	Parking Lot <u>Fund</u>	Technology Investment <u>Fund</u>	Capital & Non- Recurring Expenditure <u>Fund</u>	Police Private Duty Service <u>Fund</u>	Cemetery Operating <u>Fund</u>	Total All Funds
<u>Revenues</u>								
Property Taxes								\$265,926,135
Intergovernmental	\$680,113							26,369,990
Charges for Services		\$15,000	\$3,018,761	\$10,000		\$1,900,000	\$606,875	16,225,551
Miscellaneous			20,000				20,000	2,061,400
Total Revenues	\$680,113	\$15,000	\$3,038,761	\$10,000	\$0	\$1,900,000	\$626,875	\$310,583,076
<u>Other Resources</u>								
Transfers In	\$1,821,641							\$6,373,028
Total Other Resources	\$1,821,641	\$0	\$0	\$0	\$0	\$0	\$0	\$6,373,028
Total Revenue & Other Resources	\$2,501,754	\$15,000	\$3,038,761	\$10,000	\$0	\$1,900,000	\$626,875	\$316,956,104
<u>Expenditures</u>								
Town Clerk								\$ 286,492
Town Council								396,659
Town Manager								399,050
Corporation Counsel								441,423
Registrar of Voters								274,702
Information Technology				\$10,000				1,057,295
Financial Services								2,413,207
Assessor								761,255
Human Resources								482,936
Fire Department								12,654,077
Police Department						\$1,730,767		18,468,287
Community Development								2,575,014
Public Works			\$3,378,930				\$476,342	15,370,531
Plant & Facilities Services								2,063,389
Leisure Services & Social Services								8,933,855
Library Services		\$15,000						3,345,015
Education								170,073,528
Debt Service								17,318,952
Non-Departmental	\$2,501,754							58,658,027
Total Expenditures	\$2,501,754	\$15,000	\$3,378,930	\$10,000	\$0	\$1,730,767	\$476,342	\$315,973,694
<u>Other Uses</u>								
Transfers Out					2,073,000	125,000		4,195,759
Total Other Uses	\$0	\$0	\$0	\$0	\$2,073,000	\$125,000	\$0	\$4,195,759
Total Expenditures and Other Uses	\$2,501,754	\$15,000	\$3,378,930	\$10,000	\$2,073,000	\$1,855,767	\$476,342	\$320,169,453
Change in Fund Balance	\$0	\$0	\$(340,169)	\$0	\$(2,073,000)	\$44,233	\$150,533	\$(3,213,349)
Estimated Fund Balance 7/1/20	\$0	\$79,701	\$2,415,534	\$2,000	\$2,953,251	\$95,402	\$1,744,061	\$31,475,792
Estimated Fund Balance 6/30/21	\$0	\$79,701	\$2,075,365	\$2,000	\$880,251	\$139,635	\$1,894,594	\$28,262,443

NOTE: Transfers In and Out on this schedule may not balance since some transfers are between budgeted and unbudgeted funds.

TOWN OF WEST HARTFORD

FISCAL YEAR 2020-2021

BUDGET IN BRIEF

GENERAL FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Current Year Property Taxes	\$253,136,339	\$259,053,321	\$259,553,321	\$261,486,135
Other Property Taxes	4,910,914	4,625,000	5,025,000	4,440,000
Intergovernmental	24,440,891	24,268,026	24,423,295	24,716,822
Charges for Services	6,104,580	6,082,727	6,153,702	5,942,333
Miscellaneous	2,270,018	2,001,000	2,000,670	1,602,000
Transfers In	432,877	463,492	463,492	559,468
Total Revenue & Other Resources	\$291,295,619	\$296,493,566	\$297,619,480	\$298,746,758

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Town Council	\$ 389,240	\$ 391,936	\$ 395,556	\$ 396,659
Town Clerk	257,840	281,514	299,517	286,492
Town Manager	385,607	390,901	411,175	399,050
Corporation Counsel	462,783	400,460	418,670	441,423
Registrar of Voters	323,410	243,049	243,049	274,702
Assessor	766,173	746,474	665,474	761,255
Information Technology	926,969	1,012,600	1,017,689	1,047,295
Financial Services	2,215,341	2,411,471	2,425,335	2,413,207
Human Resources	493,034	509,269	548,068	482,936
Fire	12,972,746	11,806,345	13,064,595	12,654,077
Police	15,998,095	16,664,943	16,800,854	16,737,520
Community Development	2,400,026	2,579,237	2,576,969	2,575,014
Public Works	10,148,967	10,775,761	10,767,106	11,515,259
Plant and Facilities Services	2,934,119	2,080,975	2,044,008	2,063,389
Leisure Services & Social Services	2,963,656	3,181,495	3,138,789	2,810,768
Library	3,286,694	3,442,587	3,462,202	3,330,015
Education	163,271,882	168,800,689	168,800,689	170,073,528
Capital Financing	20,874,830	17,333,303	16,605,218	17,318,952
Non-Departmental	49,285,148	53,440,557	53,459,557	54,665,217
Total Expenditures & Other Uses	\$290,356,560	\$296,493,566	\$297,144,520	\$300,246,758

CHANGE IN FUND BALANCE	\$ 939,059	\$	\$ 474,960	(\$ 1,500,000)
BEGINNING BALANCE	\$ 25,556,956	\$ 26,496,015	\$ 26,496,015	\$ 26,970,975
ENDING BALANCE	\$ 26,496,015	\$ 26,496,015	\$ 26,970,975	\$ 25,470,975

SUMMARY BY DEPARTMENT
GENERAL FUND EXPENDITURES AND OTHER USES

	<u>ACTUAL</u> <u>FY 2018-2019</u>	<u>ADOPTED</u> <u>FY 2019-2020</u>	<u>ESTIMATED</u> <u>FY 2019-2020</u>	<u>ADOPTED</u> <u>FY 2020-2021</u>	<u>PERCENT</u> <u>CHANGE</u>
Town Council	\$ 389,240	\$ 391,936	\$ 395,556	\$ 396,659	1.2%
Town Clerk	257,840	281,514	299,517	286,492	1.8%
Town Manager	385,607	390,901	411,175	399,050	2.1%
Corporation Counsel	462,783	400,460	418,670	441,423	10.2%
Registrar of Voters	323,410	243,049	243,049	274,702	13.0%
Assessor's Office	766,173	746,474	665,474	761,255	2.0%
Information Technology	926,969	1,012,600	1,017,689	1,047,295	3.4%
Financial Services	2,215,341	2,411,471	2,425,335	2,413,207	0.1%
Human Resources	493,034	509,269	548,068	482,936	-5.2%
Fire	12,972,746	11,806,345	13,064,595	12,654,077	7.2%
Police	15,998,095	16,664,943	16,800,854	16,737,520	0.4%
Community Development	2,400,026	2,579,237	2,576,969	2,575,014	-0.2%
Public Works	10,148,967	10,775,761	10,767,106	11,515,259	6.9%
Plant and Facilities Services	2,934,119	2,080,975	2,044,008	2,063,389	-0.8%
Leisure Services & Social Services	2,963,656	3,181,495	3,138,789	2,810,768	-11.7%
Library	3,286,694	3,442,587	3,462,202	3,330,015	-3.3%
Education	163,271,882	168,800,689	168,800,689	170,073,528	0.8%
Capital Financing	20,874,830	17,333,303	16,605,218	17,318,952	-0.1%
Non-Departmental	<u>49,285,148</u>	<u>53,440,557</u>	<u>53,459,557</u>	<u>54,665,217</u>	2.3%
Total Expenditures & Other Uses	\$290,356,560	\$296,493,566	\$297,144,520	\$300,246,758	1.3%

ANNUAL BUDGET 2020-2021

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2018-2019	Adopted 2019-2020	Actual 6 month	Estimated 2019-2020	Adopted 2020-2021	Percent Change
PROPERTY TAXES						
Current Year Taxes	\$253,136,339	\$259,053,321	\$173,143,642	\$259,553,321	\$261,486,135	.9%
Motor Vehicle Supplement	2,575,049	2,400,000	674,400	2,800,000	2,425,000	1.0%
Prior Year Taxes	1,457,125	1,425,000	1,073,810	1,425,000	1,425,000	
Interest & Lien Fees	<u>878,740</u>	<u>800,000</u>	<u>422,659</u>	<u>800,000</u>	<u>590,000</u>	-26.3%
TOTAL PROPERTY TAXES	258,047,253	263,678,321	175,314,511	264,578,321	265,926,135	.9%
INTERGOVERNMENTAL REVENUES						
Federal						
Dial-A-Ride Assistance	48,998	22,152	16,026	84,612	84,612	381.9%
FEMA Grant	217,602					
Miscellaneous Federal	<u>154,261</u>		<u>30,796</u>	<u>89,262</u>		
Total Federal Revenues	420,861	22,152	46,822	173,874	84,612	381.9%
State						
ECS Grant	21,060,226	21,457,152	5,371,579	21,486,317	21,880,823	2.0%
School Building Subsidy	<u>137,034</u>					
Sub-Total Education	21,197,260	21,457,152	5,371,579	21,486,317	21,880,823	2.0%
Disabled Property Tax Relief	4,924	6,000	5,222	6,000	6,000	
Grant for Municipal Projects	811,042	805,784	29,441	810,225	805,784	
Payment in lieu of Taxes (PILOT)	899,835	899,435	899,857	899,435	899,435	
Veterans Tax Relief	<u>57,278</u>	<u>62,613</u>	<u>50,651</u>	<u>62,613</u>	<u>62,613</u>	
Sub-Total Property Tax Relief	1,773,079	1,773,832	985,171	1,778,273	1,773,832	
Alcohol/Drug Abuse Grant	7,142	7,142	7,142	7,142	7,142	
YSB Grant	<u>37,511</u>	<u>37,559</u>				-100.0%
Sub-Total Human & Cultural Services	44,653	44,701	7,142	7,142	7,142	-84.0%
Town Aid Road	686,369	686,369		686,369	686,593	
Emergency 911 Service Grant	139,079	141,000	69,794	141,000	141,000	
Emergency Management Grant	31,662					
Pequot/Mohegan Fund Grant	27,820	27,820	9,273	27,820	27,820	
Telephone Grant	113,608	115,000		115,000	115,000	
Preservation of Historic Documents	<u>6,500</u>			<u>7,500</u>		
Sub-Total Other State Aid	1,005,038	970,189	79,067	977,689	970,413	
Total State Revenue	24,020,030	24,245,874	6,442,959	24,249,421	24,632,210	1.6%
TOTAL INTERGOVERNMENTAL	24,440,891	24,268,026	6,489,781	24,423,295	24,716,822	1.8%

ANNUAL BUDGET 2020-2021

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2018-2019	Adopted 2019-2020	Actual 6 month	Estimated 2019-2020	Adopted 2020-2021	Percent Change
CHARGES FOR SERVICES						
Licenses & Permits						
Building Permits	1,529,566	1,600,000	945,777	1,600,000	1,600,000	
Dog Licenses	10,806	11,000	791	11,000	11,000	
Fire Occupancy Fees	128,597	100,000	38,110	100,000	100,000	
Fire Plan Review Fees	336,271	290,000	201,358	290,000	315,000	8.6%
Marriage Licenses	22,004	20,000	12,720	22,000	20,000	
Public Works Permits	115,379	95,000	65,424	95,000	95,000	
Weapons Permits	12,859	11,000	4,355	11,000	11,000	
Engineering Licenses & Permits	57,100	54,500	29,650	54,500	79,500	45.9%
Zoning Permits	25,619	30,000	9,284	40,000	35,000	16.7%
Miscellaneous Licenses & Permits	<u>14,478</u>	<u>14,400</u>	<u>3,672</u>	<u>14,400</u>	<u>14,400</u>	
Total Licenses & Permits	2,252,679	2,225,900	1,311,141	2,237,900	2,280,900	2.5%
Charges for Services						
Alarm Fees	21,653	30,000	7,742	30,000	30,000	
Birth Certificates	16,371	14,000	7,898	14,000	14,000	
Conveyance Taxes	1,049,909	1,030,000	550,530	1,030,000	1,030,000	
Copies	57,702	56,050	37,084	56,008	55,800	-0.4%
Day Care Services	31,896	32,957	14,503	32,957	34,063	3.4%
Death Certificates	56,906	58,000	29,042	58,000	58,000	
General Admissions	102,453	88,000	90,180	122,000	20,000	-77.3%
Land Records Fee	197,912	200,000	122,515	200,000	200,000	
Land Records – Farmland Bill Fees	18,138	21,000	9,498	21,000	21,000	
MERS Fee	59,313	65,000	44,128	65,000	65,000	
Memberships	86,594	91,000	50,436	89,000	55,000	-39.6%
Metal Recycling	3,976	4,500		4,500	4,500	
Recycling Revenue	29,977	35,000	12,403	12,403	20,000	-42.9%
Additional Barrel Fees	47,344	55,000		55,000	55,000	
Miscellaneous Charges For Services	98,748	115,490	45,534	109,604	92,740	-19.7%
Paramedic Services	705,558	700,000	449,296	750,000	750,000	7.1%
Program Registrations	521,374	469,500	386,291	473,000	422,500	-10.0%
Land Leases	157,880	156,060	79,855	156,060	156,060	
Rental of Facilities	178,896	189,820	100,306	189,320	190,820	0.5%
Special Events	76,008	56,250	29,308	56,250	63,750	13.3%
TPZ/IWW Applications	19,622	17,500	17,875	20,000	17,500	
Zoning Petitions	<u>14,575</u>	<u>100,000</u>	<u>5,430</u>	<u>100,000</u>	<u>15,000</u>	-85.0%
Total Charges for Services	3,552,805	3,585,127	2,089,854	3,644,102	3,370,733	-6.0%
Fines & Forfeitures						
Adult Library Fines	34,926	35,000	14,001	35,000	35,000	
Moving Vehicle Violations	45,995	45,000	26,155	45,000	45,000	
Ordinance Violations	7,546	14,000	5,236	14,000	8,000	-42.9%
Parking Violation	208,204	175,000	229,766	175,000	200,000	14.3%
Miscellaneous Fines & Forfeitures	<u>2,425</u>	<u>2,700</u>	<u>1,210</u>	<u>2,700</u>	<u>2,700</u>	
Total Fines & Forfeitures	299,096	271,700	276,368	271,700	290,700	7.0%
TOTAL CHARGES FOR SERVICES	6,104,580	6,082,727	3,677,363	6,153,702	5,942,333	-2.3%

ANNUAL BUDGET 2020-2021

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2018-2019	Adopted 2019-2020	Actual 6 month	Estimated 2019-2020	Adopted 2020-2021	Percent Change
MISCELLANEOUS REVENUES						
Miscellaneous Revenue	118,721	320,500	580	319,420	375,500	17.2%
Commissions	46,426		256			
Contributions	24,964	15,500	9,560	16,250	15,500	
Interest & Investment Income	1,713,441	1,300,000	832,690	1,300,000	850,000	-34.6%
Miscellaneous Reimbursements	1,304	5,000	950	5,000	1,000	-80.0%
Workers Compensation Reimbursements	364,901	360,000	176,629	360,000	360,000	
Refund of Prior Year Expenditures	261		815			
TOTAL MISC REVENUES	2,270,018	2,001,000	1,021,480	2,000,670	1,602,000	-20.0%
TRANSFERS IN						
Financial Services (Accounting Services)	72,000	72,000		72,000	72,000	
Human Resources (RMF)	40,000	40,000		40,000	40,000	
Police (PPD)		125,000		125,000	125,000	
Community Development (CPF)	76,087					
Community Development (CDBG)	50,000	50,000		50,000	50,000	
Facilities Services (CPF)	194,790	148,992		148,992	272,468	82.9%
Social Services (SHCDF)		27,500		27,500		-100.0%
Non-Departmental (CNRE)						
TOTAL TRANSFERS IN	432,877	463,492		463,492	559,468	20.7%
Use of Fund Balance					1,500,000	100.0%
GENERAL FUND TOTAL REVENUE	\$291,295,619	\$296,493,566	\$186,503,135	\$297,619,480	\$300,246,758	1.3%

**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,
EQUIPMENT, AND SOCIAL SECURITY
GENERAL FUND**

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Town Council</u>					
Wages & Salaries	\$120,709	\$117,914	\$121,534	\$128,355	8.9%
Operating Expense	259,604	265,320	265,320	258,678	-2.5%
Social Security	<u>8,927</u>	<u>8,702</u>	<u>8,702</u>	<u>9,626</u>	10.6%
TOTAL	\$389,240	\$391,936	\$395,556	\$396,659	1.2%
<u>Town Clerk</u>					
Wages & Salaries	\$164,747	\$191,934	\$213,537	\$195,156	1.7%
Operating Expense	83,632	76,670	73,070	79,395	3.6%
Social Security	<u>9,461</u>	<u>12,910</u>	<u>12,910</u>	<u>11,941</u>	-7.5%
TOTAL	\$257,840	\$281,514	\$299,517	\$286,492	1.8%
<u>Town Manager</u>					
Wages & Salaries	\$350,537	351,757	372,847	369,053	4.9%
Operating Expense	12,667	16,350	16,800	6,600	-59.6%
Social Security	<u>22,403</u>	<u>22,794</u>	<u>21,528</u>	<u>23,397</u>	2.6%
TOTAL	\$385,607	\$390,901	\$411,175	\$399,050	2.1%
<u>Corporation Counsel</u>					
Wages & Salaries	\$280,646	\$301,410	\$308,723	320,807	6.4%
Operating Expense	162,447	78,300	87,250	97,800	24.9%
Social Security	<u>19,690</u>	<u>20,750</u>	<u>22,697</u>	<u>22,816</u>	10.0%
TOTAL	\$462,783	\$400,460	\$418,670	\$441,423	10.2%
<u>Registrar of Voters</u>					
Wages & Salaries	\$259,786	\$191,375	\$191,375	\$205,000	7.1%
Operating Expense	53,618	41,420	41,420	58,370	40.9%
Social Security	<u>10,006</u>	<u>10,254</u>	<u>10,254</u>	<u>11,332</u>	10.5%
TOTAL	\$323,410	\$243,049	\$243,049	\$274,702	13.0%
<u>Assessor</u>					
Wages & Salaries	\$667,970	\$638,281	\$562,824	\$649,422	1.7%
Operating Expense	52,310	61,170	61,170	63,137	3.2%
Social Security	<u>45,893</u>	<u>47,023</u>	<u>41,480</u>	<u>48,696</u>	3.6%
TOTAL	\$766,173	\$746,474	\$665,474	\$761,255	2.0%

**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,
EQUIPMENT, AND SOCIAL SECURITY
GENERAL FUND**

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Information Technology</u>					
Wages & Salaries	\$444,675	\$463,655	\$463,655	\$469,560	1.3%
Operating Expense	450,749	516,111	521,200	543,500	5.3%
Social Security	<u>31,545</u>	<u>32,834</u>	<u>32,834</u>	<u>34,235</u>	4.3%
TOTAL	\$926,969	\$1,012,600	\$1,017,689	\$1,047,295	3.4%
<u>Financial Services</u>					
Wages & Salaries	\$1,619,353	\$1,711,233	\$1,719,773	\$1,697,387	-0.8%
Operating Expense	480,837	575,061	577,061	588,779	2.4%
Social Security	<u>115,151</u>	<u>125,177</u>	<u>128,501</u>	<u>127,041</u>	1.5%
TOTAL	\$2,215,341	\$2,411,471	\$2,425,335	\$2,413,207	0.1%
<u>Human Resources</u>					
Wages & Salaries	\$353,070	\$368,148	\$415,947	\$347,498	-5.6%
Operating Expense	114,259	114,750	105,750	108,250	-5.7%
Social Security	<u>25,705</u>	<u>26,371</u>	<u>26,371</u>	<u>27,188</u>	3.1%
TOTAL	\$493,034	\$509,269	\$548,068	\$482,936	-5.2%
<u>Fire</u>					
Wages & Salaries	\$11,627,280	\$10,370,878	\$11,510,215	\$11,028,586	6.3%
Operating Expense	1,162,703	1,272,315	1,374,987	1,437,728	13.0%
Social Security	<u>182,763</u>	<u>163,152</u>	<u>179,393</u>	<u>187,763</u>	15.1%
TOTAL	\$12,972,746	\$11,806,345	\$13,064,595	\$12,654,077	7.2%
<u>Police</u>					
Wages & Salaries	\$14,687,312	\$15,368,274	\$15,477,836	\$15,375,019	-
Operating Expense	953,251	970,841	991,170	1,028,425	5.9%
Social Security	<u>357,532</u>	<u>325,828</u>	<u>331,848</u>	<u>334,076</u>	2.5%
TOTAL	\$15,998,095	\$16,664,943	\$16,800,854	\$16,737,520	0.4%
<u>Community Development</u>					
Wages & Salaries	\$2,083,894	\$2,172,119	\$2,172,586	\$2,148,657	-1.1%
Operating Expense	165,913	249,283	246,548	267,033	7.1%
Social Security	<u>150,219</u>	<u>157,835</u>	<u>157,835</u>	<u>159,324</u>	0.9%
TOTAL	\$2,400,026	\$2,579,237	\$2,576,969	\$2,575,014	-0.2%

**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,
EQUIPMENT, AND SOCIAL SECURITY
GENERAL FUND**

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Public Works</u>					
Wages & Salaries	\$3,965,230	\$4,237,239	\$4,184,693	\$4,070,926	-3.9%
Operating Expense	5,814,242	6,122,446	6,166,753	7,044,973	15.1%
Social Security	<u>369,495</u>	<u>416,076</u>	<u>415,660</u>	<u>399,360</u>	-4.0%
TOTAL	\$10,148,967	\$10,775,761	\$10,767,106	\$11,515,259	6.9%
<u>Plant and Facilities Services</u>					
Wages & Salaries	\$1,005,183	\$1,141,854	\$1,093,587	\$1,206,874	5.7%
Operating Expense	1,854,295	858,934	870,234	765,381	-10.9%
Social Security	<u>74,641</u>	<u>80,187</u>	<u>80,187</u>	<u>91,134</u>	13.7%
TOTAL	\$2,934,119	\$2,080,975	\$2,044,008	\$2,063,389	-0.8%
<u>Leisure Services and Social Services</u>					
Wages & Salaries	\$1,903,632	\$2,028,037	\$2,006,461	\$1,714,833	-15.4%
Operating Expense	965,590	1,038,532	1,022,409	986,640	-5.0%
Social Security	<u>94,434</u>	<u>114,926</u>	<u>109,919</u>	<u>109,295</u>	-4.9%
TOTAL	\$2,963,656	\$3,181,495	\$3,138,789	\$2,810,768	-11.7%
<u>Library</u>					
Wages & Salaries	\$2,485,669	\$2,608,096	\$2,624,963	\$2,495,769	-4.3%
Operating Expense	625,864	654,587	656,341	652,637	-0.3%
Social Security	<u>175,161</u>	<u>179,905</u>	<u>180,897</u>	<u>181,609</u>	0.9%
TOTAL	\$3,286,694	\$3,442,588	\$3,462,202	\$3,330,015	-3.3%
<u>Board of Education</u>					
Board of Education	<u>\$163,271,882</u>	<u>\$168,800,689</u>	<u>\$168,800,689</u>	<u>\$170,073,528</u>	0.8%
TOTAL	\$163,271,882	\$168,800,689	\$168,800,689	\$170,073,528	0.8%
<u>Capital Financing</u>					
Debt and Sundry	<u>\$20,874,830</u>	<u>\$17,333,303</u>	<u>\$16,605,218</u>	<u>\$17,318,952</u>	-0.1%
TOTAL	\$20,874,830	\$17,333,303	\$16,605,218	\$17,318,952	-0.1%

ANNUAL BUDGET 2020-2021

**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,
EQUIPMENT, AND SOCIAL SECURITY
GENERAL FUND**

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Non-Departmental</u>					
Wages & Salaries	\$104,563	\$104,964	\$104,964	\$109,780	4.6%
Operating Expense	11,524,534	12,264,784	12,264,784	13,104,244	6.8%
Fringe Benefits and Insurance	<u>37,656,051</u>	<u>41,070,808</u>	<u>41,089,809</u>	<u>41,451,193</u>	0.9%
TOTAL	\$49,285,148	\$53,440,556	\$53,459,557	\$54,665,217	2.3%
 TOTAL ALL DEPARTMENTS	 \$290,356,560	 \$296,493,566	 \$297,144,520	 \$300,246,758	 1.3%

ANNUAL BUDGET 2020-2021

FULL-TIME POSITION SUMMARY

The following summary aggregates authorized and funded full-time classified and unclassified Town positions by department and fund. A detailed position schedule can be found in each departmental section. The fiscal year 2021 budget includes 446 full-time funded positions, the same as fiscal year 2020.

Authorized and Funded Positions

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
<u>General Government</u>					
General Fund	15.00	16.00	16.00	16.00	16.00
<u>Information Technology</u>					
General Fund	4.00	4.00	4.00	4.00	4.00
<u>Financial Services</u>					
General Fund	17.00	17.00	17.00	17.00	17.00
<u>Human Resources</u>					
General Fund	3.20	3.20	3.20	3.20	3.20
Pension Fund	1.60	1.60	1.60	1.60	1.60
Risk Management Fund	<u>4.70</u>	<u>4.70</u>	<u>3.70</u>	<u>3.70</u>	<u>3.70</u>
TOTAL	9.50	9.50	8.50	8.50	8.50
<u>Fire</u>					
General Fund	93.00	92.00	93.00	93.00	93.00
<u>Police</u>					
General Fund	151.00	151.00	153.00	153.00	152.00
Parking Lot Fund	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>
	153.00	153.00	154.00	154.00	154.00
<u>Community Development</u>					
General Fund	25.00	24.00	24.00	24.00	24.00
CDGB Fund	<u>1.00</u>	<u>1.00</u>			
TOTAL	26.00	25.00	24.00	24.00	24.00
<u>Public Works</u>					
General Fund	49.00	49.00	49.00	49.00	49.00
Parking Lot Fund	10.00*	10.00*	10.00*	10.00*	10.00*
Cemetery Operating Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	60.00	60.00	60.00	60.00	60.00
<u>Plant and Facilities Services</u>					
General Fund	8.50	8.50	9.50	9.50	9.50

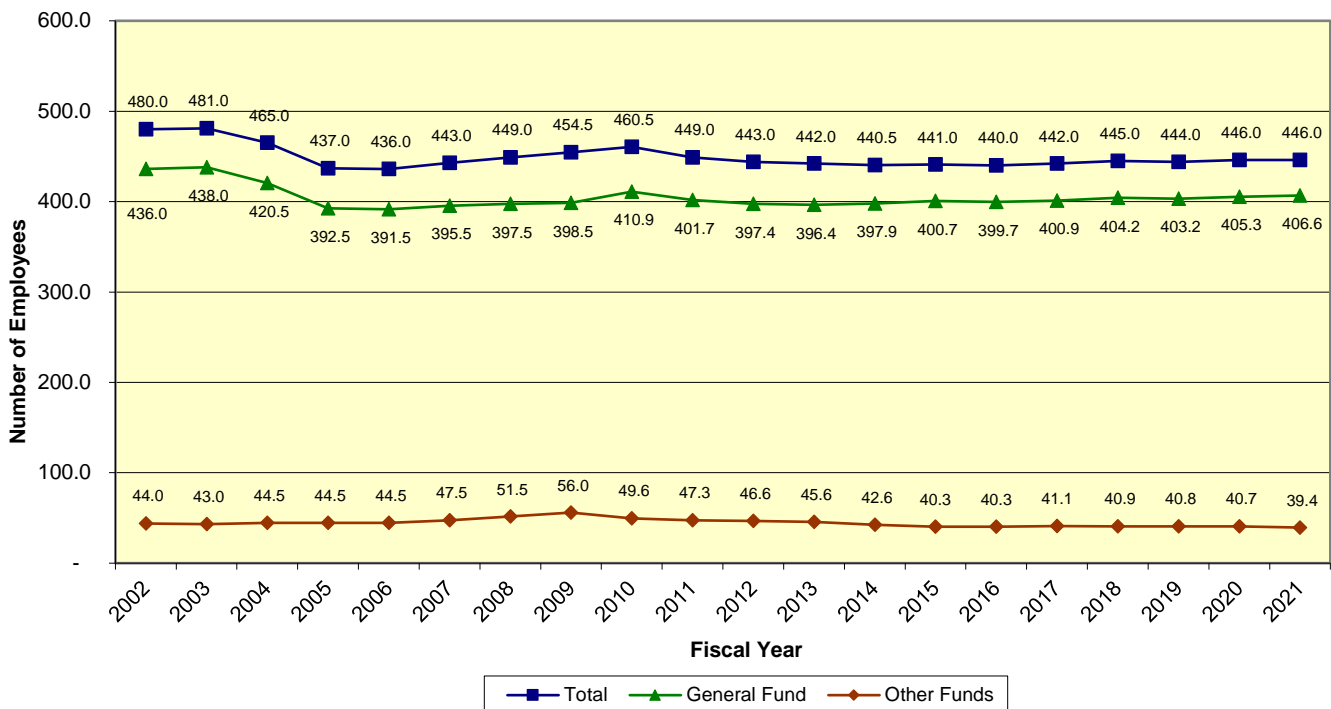
* Includes three (3) permanent part-time positions.

ANNUAL BUDGET 2020-2021

Authorized and Funded Positions

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
<u>Leisure Services & Social Services</u>					
General Fund	13.52	13.62	13.87	13.87	13.90
CDBG Fund	1.10	1.10	2.10	2.10	2.10
Westmoor Park Fund	2.10	2.10	2.10	2.10	2.10
Leisure Services Enterprise Fund	<u>8.28</u>	<u>8.18</u>	<u>7.93</u>	<u>7.93</u>	<u>7.90</u>
TOTAL	25.00	25.00	26.00	26.00	26.00
<u>Library Department</u>					
General Fund	24.00	24.00	24.00	24.00	24.00
<u>Non-Departmental</u>					
General Fund	1.00	1.00	1.00	1.00	1.00
Private School Services Fund	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
TOTAL	10.00	10.00	10.00	10.00	10.00
TOTAL ALL FUNDS	445.00	444.00	446.00	446.00	446.00

**Town of West Hartford
Historical Employment Levels
General Fund vs. Other Funds
Full-time, Funded Positions**



CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND

	<u>ADOPTED</u> <u>FY 2020</u>	<u>ESTIMATED</u> <u>FY 2020</u>	<u>ADOPTED</u> <u>FY 2021</u>	<u>PERCENT</u> <u>CHANGE</u>
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WAGES & SALARIES

REGULAR PAYROLL	\$35,030,647	\$34,548,946	\$35,542,909	1.5%
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Comment: Regular payroll totals \$35,542,909, an increase of \$512,262 or 1.5% from the prior adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. The increase from prior year is primarily due to contractual wage increases for Police and Fire bargaining unit members. The Fire increase reflects a compounded multi-year wage increase, a portion of which was budgeted in the Contingency account in FY 2020. The budget also includes applicable merit increases for eligible employees. A contingency has been established for potential wage settlements for all collective bargaining unit contracts that are currently unsettled. One additional Police Officer position and associated benefits has been moved to the Parking Fund from the General Fund. This now represents two Police Officer positions and benefits funded from the Parking Fund. The budget also reflects funding for the following upgraded positions: Budget and Grants Manager, Accountant II, Economic Development Coordinator and a Public Works Fleet Crew Leader.

TEMPORARY PAYROLL	2,782,168	2,787,990	2,216,026	-20.4%
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Comment: The appropriation for part-time personnel decreases \$566,142. Reductions to part time labor in Leisure and Social Services and Library reflect the projected diminished programming available for summer camps, outdoor pools, Senior Centers and the Elmwood Community Center. Reduction to part time labor in Public Works Grounds Maintenance Division can also be seen. All are attributable to the COVID-19 pandemic. Temporary payroll increases are seen in the Town Clerk's Office (\$8,000) and the Registrar's of Voters Office (\$13,625) related to the upcoming presidential elections. DPW's Recycling Coordinator temporary payroll is increased (\$10,000) to allow for more available hours. Fire Emergency Management Specialist temporary payroll is also increased (\$16,000) to provide additional hours of operation. Facilities Services has a temporary payroll increase (\$69,350) primarily related to additional staff necessary to ensure the cleanliness of offices and to maintain the health and safety of employees and public during the COVID-19 pandemic, as well as the upcoming increase in the minimum wage amount on September 1, 2020, and contractual wage and step increases.

OVERTIME	3,492,769	5,170,388	3,688,576	5.6%
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Comment: The overtime appropriation increases \$195,807 primarily as a result trending actual overtime expenditures in the Fire Department (\$226,289) offset by decreases in other departments. It is expected that from five to seven retirements can take place in the department resulting in filling of minimum manning requirements on overtime. Also affecting overtime is the required training associated Paramedics in the Fire Department Emergency Medical Services Division as well as maintaining certifications in the officers inspection program in the Fire Prevention Division. The significant increase in the current year projection reflects overtime related to filling of vacant Fire positions while recruitment, training and precepting (paramedics) took place.

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED FY 2020</u>	<u>ESTIMATED FY 2020</u>	<u>ADOPTED FY 2021</u>	<u>PERCENT CHANGE</u>
<u>WAGES & SALARIES (continued)</u>				
HOLIDAY	911,063	891,436	954,561	4.8%
Comment: Holiday pay is budgeted for Police and Fire employees who receive pay in lieu of holidays off.				
EDUCATION PREMIUM PAY	<u>150,521</u>	<u>146,850</u>	<u>130,610</u>	-13.2%
Comment: Paid to eligible Police and Fire uniformed employees and Clerical Union employees per union contract, the Education Premium Pay is decreased by \$19,911 for FY 2021. Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree. Members of the Police and Fire Unions are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor's Degree. The variance reflects fluctuation in the number of employees eligible for this payment.				
TOTAL WAGES AND SALARIES	\$42,367,168	\$43,545,610	\$42,532,682	0.4%

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2020</u>	<u>ESTIMATED</u> <u>FY 2020</u>	<u>ADOPTED</u> <u>FY 2021</u>	<u>PERCENT</u> <u>CHANGE</u>
<u>OPERATING EXPENSES</u>				
OFFICE EXPENSE	\$620,265	\$620,872	\$644,535	3.9%
Comment: Includes copying, postage, office supplies, paper, printing and other miscellaneous costs associated with program operation. Total office expense costs are increased by \$24,270 in fiscal year 2021, primarily due to anticipated misc. supplies and printing of ballots for the upcoming presidential election. These costs continue to be carefully scrutinized resulting in minor reductions in numerous departments.				
DUES AND TRAVEL	274,382	275,440	292,415	6.6%
Comment: Includes individual employee memberships in professional organizations, the Town's membership in outside agencies, as well as conferences, workshops and related travel expense. The increase is related to Police attendance at polygraph training.				
TRAINING	93,190	166,690	102,240	9.7%
Comment: Used for customer service training programs as well as department specific training. The increase in the current year projection reflects the significant number of Fire personnel who were hired (due primarily to retirements) and sent to a fire academy.				
ADVERTISING	60,540	60,262	62,633	3.5%
Comment: Budgeted primarily for required public notices related to the business of the Town Council and Town Planning and Zoning Commission, recruitment advertising for new employees and advertising for Leisure Services programs. Increase is related to additional advertising for the DPW recycling program.				
PROFESSIONAL SERVICES	581,404	597,943	631,537	8.6%
Comment: This appropriation funds services provided by outside consultants and contractual costs such as internal mail, switchboard, copying services and paramedic communication network operations, provided by North Central Connecticut Emergency Medical Services Council, Inc. The increase is primarily related to hardware services in the Information Technology, annual Firefighter physicals, paramedic intercept billing increase and a quality assurance consultant to the paramedic services program.				

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2020</u>	<u>ESTIMATED</u> <u>FY 2020</u>	<u>ADOPTED</u> <u>FY 2021</u>	<u>PERCENT</u> <u>CHANGE</u>
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OPERATING EXPENSES (continued)

CONTRACTUAL SERVICES	3,428,787	3,410,928	3,469,896	1.2%
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Comment: Cost of services provided by contract with outside vendors throughout the Town's departments. This appropriation reflects a net increase of \$41,109. This net increase is related to increased costs for curbside services related to trash pick-up and the continuance of a bi-weekly recycling collection program and an increase for water testing (\$6,500) to comply with MS4 requirements. Also included is a new program beginning in January, 2021 (\$53,000) which contracts with an outside vendor to provide parts and inventory management by assigning a full time employee to the Town. This will significantly free up more time for Mechanics and the Fleet Manager to concentrate on repairs. Reductions contractual services related to snow removal.

SOLID WASTE DISPOSAL	1,512,300	1,611,300	2,317,300	53.2%
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Comment: This increase is related to the Town's waste disposal contract with Covanta which increases the tip fee from \$72 to \$76 per ton and a significantly higher contract to dispose of recyclable materials. The current year cost of \$25 per ton to dispose of recyclable materials will increase to \$90 per ton, starting July 1, 2020.

OFFICE & MINOR EQUIPMENT	149,895	140,595	154,310	2.9%
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Comment: Used to purchase a variety of minor equipment, primarily for the Fire, Police, and Public Works departments.

MEALS	18,700	18,500	18,500	-1.1%
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Comment: Meal reimbursement payments are required by collective bargaining agreements or appropriated for individuals serving on oral boards.

UNIFORMS & LAUNDRY	313,898	318,134	335,473	6.9%
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Comment: Pays for uniforms for public safety employees along with uniforms and/or laundry for community maintenance departments, per union contracts. The increase relates to anticipated new public safety hires in the coming year.

EDUCATION TUITION REIMBURSEMENT	40,000	35,000	37,500	-6.3%
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Comment: This appropriation pays for certain approved educational courses for public safety employees (\$30,000) and town-wide (\$7,500) through the Human Resources department.

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2020</u>	<u>ESTIMATED</u> <u>FY 2020</u>	<u>ADOPTED</u> <u>FY 2021</u>	<u>PERCENT</u> <u>CHANGE</u>
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OPERATING EXPENSES (continued)

GENERAL CONTRIBUTIONS	1,013,695	1,011,943	1,047,871	3.4%
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Comment: This appropriation funds the General Fund portion of costs associated with public health services provided by the West Hartford-Bloomfield Regional Health District (\$708,102), youth services provided by The Bridge, Inc. (\$198,061) a contractual contribution to the West Hartford Revolver Club (\$1,500), the North Central Mental Health (\$4,428) and utility costs at Noah Webster House, the Sarah Whitman Hooker House (\$6,054) and the West Hartford Art League (\$15,001). In addition, the Town Council makes contributions to several non-profit agencies serving West Hartford residents (\$100,225).

INFORMATION TECHNOLOGY RENTAL AND MAINTENANCE	1,060,994	1,089,639	1,145,101	7.9%
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Comment: Funds a variety of software and hardware related maintenance costs. Annual software support contracts provide for technical assistance, new software updates and new releases of the software. Included in the fiscal year 2021 budget is an appropriation for Microsoft licenses based upon volume of users. In addition, funding for a new recreation software program and the final year of a Microsoft license related to the Town's previous financial system, are included. Minor increases are seen in various other software maintenance agreements.

UTILITIES	1,073,057	1,073,057	1,033,013	-3.7%
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Comment: This appropriation, which is decreasing \$40,044, represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. In fiscal year 2016, the Town began a large scale capital project devoted to energy improvement which has resulted in significant annual electricity savings. To date, the project has focused primarily on streetlights and school buildings. Town building projects and upgrades are progressing and a virtual net metering solar project is underway, whereby the Town purchases power from a third-party owned solar farm (not on Town property) and receives a credit against electric bills. The decreased contribution for fiscal year 2021 results from the amortization of surplus in the USF, an increase in the appropriation for streetlights and hydrants, partially offset by savings for natural gas, electricity, and hydrants.

MDC	11,467,700	11,467,700	12,260,900	6.9%
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Comment: Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The operating budget for fiscal year 2021 increases \$793,200 or 6.9% from fiscal year 2020.

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2020</u>	<u>ESTIMATED</u> <u>FY 2020</u>	<u>ADOPTED</u> <u>FY 2021</u>	<u>PERCENT</u> <u>CHANGE</u>
<u>OPERATING EXPENSES</u> (continued)				
TELECOMMUNICATIONS	231,855	227,480	236,694	2.1%
Comment: Maintenance and operating costs for the town wide telephone system, data communications network and radio system.				
VEHICLES & EQUIPMENT EXPENSE	925,754	923,992	962,133	3.9%
Comment: Includes vehicle maintenance and fuel costs for all Town departments. The appropriation for fuel has increased based upon rising rates and estimated consumption. The budget for vehicle maintenance remains consistent with prior year.				
OPERATING EXPENSE – MISCELLANEOUS	36,860	36,860	20,610	-44.1%
Comments: Includes expenditures related to small machines or equipment repairs and maintenance and is reduced based upon anticipated need. The decrease is primarily due to the closing of the outdoor pools this summer due to the COVID-19 pandemic.				
MAINTENANCE & REPAIRS	689,255	670,810	713,190	3.5%
Comments: This appropriation includes all Town wide equipment repair and maintenance. Included in this category are sidewalk maintenance, streetlight maintenance, signal and traffic light maintenance and hardware/equipment maintenance. Increase of \$23,935 is primarily related to Engineering survey equipment and Police hardware and networking equipment repairs.				
SUPPLIES:	673,750	699,750	721,427	7.1%
Comment: This category encompasses all type of supplies the Town utilizes. Detailed breakdowns are available on Department budget summaries. Included in this category are snow supplies. The Town utilizes Clearlane to treat Town roads in anticipation of a snow event. The budget represents funding based upon a historical average of events per year. Street repair supplies such as cement, sand, bituminous materials and catch basins are included in this appropriation as well. Recreational supplies as well as public safety supplies are also included in this category. The increase of \$47,677 is related to the increased cost of bituminous materials used for patching roads; medical supplies used by the Fire Department Emergency Medical Services Division including medications, oxygen and gasses, miscellaneous operational supplies for the Police Department and increased building maintenance supplies for facility building maintenance.				

CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND

	<u>ADOPTED</u> <u>FY 2020</u>	<u>ESTIMATED</u> <u>FY 2020</u>	<u>ADOPTED</u> <u>FY 2021</u>	<u>PERCENT</u> <u>CHANGE</u>
<u>OPERATING EXPENSES</u> (continued)				
SPECIAL EVENTS	3,280	3,280	3,280	
Comments: This account funds special event programming at the West Hartford and Elmwood Senior Centers. This expense is offset by program registrations.				
TOWN ASSISTANCE/ADA EXPENSE	311,750	312,575	317,250	1.8%
Comments: This account funds the cost of the Town's Dial-A-Ride contract, bus transportation to and from Kennedy Park for the Hillcrest Camp program, expenditures related to evictions and foreclosures experienced by Town residents, and administrative costs of the Probate Court. The increase is partly related to the Dial-A Ride program.				
RENTALS/LEASES	150,198	123,773	124,647	-17.0%
Comment: Various land, operating equipment and system leases within the Information Technology, Financial Services, Public Works and Radio Maintenance departments. The reduction is related to the elimination of vehicle rentals for the leaf collection program.				
LIBRARY/ELECTRONIC MATERIALS	<u>445,365</u>	<u>445,745</u>	<u>439,115</u>	-1.4%
Comment: Materials for the public libraries including books, subscriptions, periodicals as well as electronic materials including e-books, e-serial and e-audio and on-line resources, all available to West Hartford patrons.				
TOTAL OPERATING EXPENSES	\$25,176,874	\$25,342,268	\$27,091,570	7.6%

CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET

GENERAL FUND

	<u>ADOPTED FY 2020</u>	<u>ESTIMATED FY 2020</u>	<u>ADOPTED FY 2021</u>	<u>PERCENT CHANGE</u>
<u>FRINGE BENEFITS, INSURANCE & MISCELLANEOUS</u>				
SOCIAL SECURITY	\$1,654,950	\$1,671,244	\$1,689,428	2.1%
Comment: Determined by payroll costs and estimated cost-of-living and merit increases for eligible employees, as well as enrollment of temporary employees in the social security alternative program.				
PENSION	18,223,101	18,223,101	18,447,538	1.2%
Comment: The fiscal year 2021 contribution to the Pension Fund reflects the actuarially determined employer contribution required to achieve full funding of the pension plan. The total contribution for fiscal year 2021 is \$25,439,481, an increase of \$208,481 over the fiscal year 2020 adopted budget, as discussed more fully in the Human Resources departmental section. This contribution is split amongst the budgets of the Town, Board of Education, and other funds. The impact on the General Fund is an increase of \$445,782.				
RISK MANAGEMENT EXPENSE	19,575,150	19,575,150	20,404,596	4.2%
Comment: Risk management expense represents the cost of employee health benefits, insurance, self-insurance and workers' compensation programs and is allocated amongst the budgets of the BOE, Town and other funds. The Town's General Fund risk management expense increases \$829,446, or 4.2% in fiscal year 2021. Town Health Program expense increases \$445,782, reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase in active employee health care costs based upon current year trends. The other risk programs are experiencing variances due to claim trends and amortization of accumulated surplus/deficit in each program, as detailed in the Human Resources departmental section.				
CONTINGENCY	1,525,000	1,525,000	769,020	-49.6%
Comment: The appropriation for fiscal year 2021 reflects potential wage settlements for all collective bargaining agreements except Police and Fire. This account was reduced by \$600,000 from the proposed budget in anticipation of negotiating union concessions equal to that amount.				
TRANSFERS OUT	<u>1,837,331</u>	<u>1,856,331</u>	<u>1,919,444</u>	4.47%
Comment: The overall Private School Services Fund subsidy increases \$82,113 to \$1,821,641 for fiscal year 2021. The transfer for the private school transportation program increases \$38,436 due to a contractual rate increase and an additional after school bus. The transfer for the private school health program increases \$43,677 due to salary, temporary payroll, pension and benefit increases. A transfer of \$97,803 from the Public Works department to the Board of Education is included for grounds maintainers' health benefits.				
TOTAL FRINGE BENEFITS, INSURANCE & MISC.	\$42,815,532	\$42,850,826	\$43,230,026	1.0%
TOTAL TOWN GENERAL FUND	\$110,359,574	\$111,738,613	\$112,854,278	2.3%

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED FY 2020</u>	<u>ESTIMATED FY 2020</u>	<u>ADOPTED FY 2021</u>	<u>PERCENT CHANGE</u>
<u>CAPITAL FINANCING</u>				
DEBT ADMINISTRATION	\$90,000	\$90,000	\$90,000	
Comment: The cost of legal, financial, administrative and credit rating expenses for the annual bond sale.				
TRANSFER FOR DEBT SERVICE	17,243,303	16,515,218	17,228,952	-0.1%
Comment: Funds the debt service on long-term bonds that have been issued by the Town for capital improvements. The principal and interest payments on General Obligation bonds that have already been issued total \$19,178,952 in fiscal year 2021, an increase of \$1,150,649 from the prior year. Debt service includes principal payments of \$15,170,000 and interest payments of \$4,008,952, which are made out of the Debt Service Fund. Of this total, \$17,228,952 is funded via transfer from the General Fund. The remaining \$1,950,000 is funded by bond premiums; (\$500,000) received from previous Town bond issuances, bond premium (\$500,000) from a \$17M bond issue in January 2020, and Debt Service Fund fund balance (\$950,000). During fiscal year 2019, the Town projected a substantial surplus by the end of the fiscal year. Anticipating a significant increase in debt service payments in fiscal year 2021, \$950,000 was specifically transferred to the Debt Service Fund to mitigate this increase.				
TRANSFER TO CNRE				
Comment: Annual contribution to the Capital Non-Recurring Expenditure Fund for the financing of capital projects not eligible to be funded via long term financing per the terms of the Town's Capital Financing Policy. In fiscal year 2021, these projects (\$2,073,000) are to be funded out of CNRE fund balance.				
TOTAL CAPITAL FINANCING	\$17,333,303	\$16,605,218	\$17,318,952	-0.1%
<u>BOARD OF EDUCATION</u>				
DIRECT APPROPRIATION	<u>\$168,800,689</u>	<u>\$168,800,689</u>	<u>\$170,073,528</u>	.8%
Comment: Annual direct appropriation to the Board of Education for public schools.				
TOTAL BOARD OF EDUCATION	\$168,800,689	\$168,800,689	\$170,073,528	.8%
TOTAL GENERAL FUND BUDGET	\$296,493,566	\$297,144,520	\$300,246,758	1.3%

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GENERAL GOVERNMENT OVERVIEW

The General Government function consists of the following Departments and Offices: Town Council, Town Clerk, Town Manager, Corporation Counsel, Registrar of Voters and Assessor. The Town Clerk and Registrars of Voters are elected officials. The Town Manager and Corporation Counsel are appointed by the Town Council and the Town Assessor is appointed by the Board of Assessors.

BUDGET SUMMARY GENERAL GOVERNMENT					
	<u>Actual 2018-2019</u>	<u>Adopted 2019-2020</u>	<u>Estimated 2019-2020</u>	<u>Adopted 2020-2021</u>	<u>Percent Change</u>
Town Council	\$ 389,240	\$ 391,936	\$ 395,556	\$ 396,659	1.2%
Town Clerk	257,840	281,514	299,517	286,492	1.8%
Town Manager	385,607	390,901	411,175	399,050	2.1%
Corporation Counsel	462,783	400,460	418,670	441,423	10.2%
Registrar of Voters	323,410	243,049	243,049	274,702	13.0%
Assessor	<u>766,173</u>	<u>746,474</u>	<u>665,474</u>	<u>761,255</u>	2.0%
TOTAL	\$2,585,053	\$2,454,334	\$2,433,441	\$2,559,581	4.2%

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TOWN COUNCIL

MISSION

This office handles the administrative work of the Town Council which includes: posting and recording agendas and minutes of the Town Council meetings, Standing Committee meetings and Special Services District Meetings; handling routine requests for information from the public and Town Council members; and, providing assistance to the Town Council in responding to citizens' requests for information. The office is also responsible for filings of Risk Management claims, Candidate and Committee Financial Reports, Candidate State Filings, Agendas for Boards and Commission meetings, administration of Board and Commission Appointments/Resignations, Legal Notices, and Administration of Justices of the Peace. In addition, the Town Council has oversight over dues and contributions to outside agencies and retains an independent accounting firm to audit the financial activity of the Town.

BUDGET SUMMARY TOWN COUNCIL

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$ 8,288	\$ 16,000	\$	\$ 16,000	\$	-100.0%
TOTAL	\$ 8,288	\$ 16,000	\$	\$ 16,000	\$	-100.0%
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Expenditures:</u>						
Wages & Salaries	\$120,709	\$ 117,914	\$ 54,757	\$121,534	\$128,355	8.9%
Operating Expense	259,604	265,320	256,140	265,320	258,678	-2.5%
Social Security	8,927	8,702	4,040	8,702	9,626	10.6%
TOTAL	\$389,240	\$391,936	\$ 314,937	\$395,556	\$396,659	1.2%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2019-2020</u>	<u>2020-2021</u>
General Fund	1.5	1.5	1.5	1.5	1.5

BUDGET & PROGRAM HIGHLIGHTS

The Town Council's budget increases \$4,723 or 1.2% in fiscal year 2021. Wages and salaries increase by \$10,441 as a result of an increase in the Town Clerk's salary. Operating expense decreases \$6,642 primarily due to the elimination of a one-time contribution made in fiscal year 2020 to the West Hartford Women's Chorale and a 5% decrease in all other contributions. Social security increases reflect changes to wages and salaries.

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$120,709	\$117,914	\$ 54,757	\$121,534	\$128,355	8.9%
Dues	96,708	97,820	97,720	97,820	98,453	0.6%
Professional Services	42,680	44,000	40,920	44,000	44,000	
General Contributions	111,928	107,500	101,500	107,500	100,225	-6.8%
Information Technology	8,288	16,000	16,000	16,000	16,000	
Social Security	8,927	8,702	4,040	8,702	9,626	10.6%
Total Department	\$389,240	\$391,936	\$314,937	\$395,556	\$396,659	1.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Town Clerk	1	1	1	1	1
Assistant Town Clerk	0.5	0.5	0.5	0.5	0.5
TOTAL	1.5	1.5	1.5	1.5	1.5

TOWN COUNCIL– BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Town Council office is staffed with 1.5 full time positions. A Town/Council Clerk is elected every four years with the salary set by Town Council resolution on a biennial basis. The Assistant Town Clerk position is shared with the Town Clerk’s office.

Dues: The Town pays dues to organizations as detailed in the chart below.

Dues to Outside Agencies

<u>Agency</u>	<u>Actual 2019</u>	<u>Adopted 2020</u>	<u>Estimated 2020</u>	<u>Adopted 2021</u>
Capital Region Council of Governments (CRCOG)	\$45,539	\$46,651	\$46,651	\$47,284
Greater Hartford Transit District (GHTD)	10,123	10,123	10,123	10,123
CT Conference of Municipalities (CCM)	41,046	41,046	41,046	41,046
TOTAL	\$96,708	\$97,820	\$97,820	\$98,453

Professional Services: This appropriation funds the cost of the Town Council’s annual financial audit. The Town and the Board of Education split the cost of the audit equally.

ANNUAL BUDGET 2020-2021

General Contribution: This appropriation funds contributions to not-for-profit organizations as detailed below. The reduction is due to a one time contribution in fiscal year 2020 to the West Hartford Women's Chorale as well as a 5% reduction in all contributions. Two contributions are budgeted, but moved to the Department of Leisure Services and Social Services.

Contributions to Outside Agencies				
<u>Agency</u>	<u>Actual 2019</u>	<u>Adopted 2020</u>	<u>Estimated 2020</u>	<u>Adopted 2021</u>
West Hartford Youth League	\$34,000	\$34,000	\$34,000	\$32,300
Noah Webster Foundation	30,000	30,000	30,000	28,500
West Hartford Community Television	22,500	22,500	22,500	21,375
West Hartford Art League	5,000	5,000	5,000	4,750
Playhouse on Park	5,000	5,000	5,000	4,750
North Central Regional Mental Health	4,428	- *	- *	- *
Community Renewal Team	4,000	- *	- *	- *
Interval House	3,000	3,000	3,000	2,850
West Hartford Women's Chorale	-	2,000	2,000	-
West Hartford Community Theater	-	2,000	2,000	1,900
West Hartford Symphony	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>3,800</u>
TOTAL	\$111,928	\$107,500	\$107,500	\$100,225

* These contributions will be made in the Department of Leisure Services and Social Services beginning in fiscal year 2020.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
Town Council					
(Calendar Year)					
	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>
Number of Public Hearings	19	26	18	17	20
Number of Town Council Meetings	19	21	21	22	21
Special Services District Meetings	5	5	5	5	5
Standing Committees	n/a	n/a	42	48	41
Legal Notices	n/a	67	54	60	90
Justice of the Peace Appointments*	n/a	n/a	135	4	5
Board & Commission Appointments	n/a	48	77	42	58

* Justices of the Peace are appointed every four years.
n/a – information not available.

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TOWN CLERK

MISSION

Connecticut General Statutes require that every Town elect or appoint a Town Clerk. The mission of the Town Clerk's office is to carry out the duties and responsibilities of this office as prescribed in the Connecticut General Statutes. This is done to ensure uniformity throughout the State and to provide for the proper maintenance of important documents, issuance of various licenses and permits, certifying and recording of documents, and providing accurate information to the public.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Wrote and received grant from State Library for \$7,500 that resulted in microfilming Vital Records and maps, providing binders and storage that would otherwise come from Town funds.
- ✓ Worked with the Secretary of State's office to improve the Statewide Absentee Ballot System. This provided enhancements that resulted in a more efficient and accurate method for issuing Absentee Ballots and resulted in less staff time for both the Town Clerk's and Registrar of Voters offices.
- ✓ Continued incorporating use of Board Docs, an Agenda Management system that will result in a more efficient way of managing agenda and the associated documents, while reducing use of paper, copying, etc. Additional training was provided to all Town Hall staff.
- ✓ Provided town wide training on Freedom of Information issues with FOI State Representative.
- ✓ Organized and provided training for town staff in utilizing ECode in order to access all meeting agendas, minutes and ordinances.
- ✓ Organized and provided training for statewide Clerks utilizing the COTT Land Record system which resulted in enhancements to the system that greatly benefits our public users.
- ✓ Both the Town Clerk and the Deputy Town Clerk achieved Master Municipal Clerk status from the International Institute of Municipal Clerks.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Participate in training involving the new State Death Registry that is being implemented. Utilizing this new system will result in more accurate and efficient processes including staff time and office supplies.
- ❖ Continue to cross train staff on new software as it becomes available from State Agencies.
- ❖ Coordinate and manage 2020 Presidential election with accurate and timely processes that will result in a well-run election.

TOWN CLERK

BUDGET SUMMARY

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Intergovernmental	\$6,500	\$	\$	\$ 7,500	\$	
Licenses and Permits	36,881	35,500	15,340	37,500	35,500	
Charges for Services	<u>1,452,242</u>	<u>1,443,440</u>	<u>795,041</u>	<u>1,444,840</u>	<u>1,444,840</u>	0.1%
TOTAL	\$1,495,623	\$1,478,940	\$810,381	\$1,489,840	\$1,480,340	0.1%
<u>Expenditures:</u>						
Wages & Salaries	\$164,747	\$191,934	\$111,898	\$213,537	\$195,156	1.7%
Operating Expense	83,632	76,670	31,909	73,070	79,395	3.6%
Social Security	<u>9,461</u>	<u>12,910</u>	<u>5,771</u>	<u>12,910</u>	<u>11,941</u>	-7.5%
TOTAL	\$257,840	\$281,514	\$149,578	\$299,517	\$286,492	1.8%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2019-2020</u>	<u>2020-2021</u>
General Fund	1.9	1.9	2.5	2.5	2.5

BUDGET & PROGRAM HIGHLIGHTS

The Town Clerk's budget increases \$4,978 or 1.8% in fiscal year 2021. A net increase of \$3,222 in wages and salaries reflects an increase for temporary payroll (\$8,000) to assist in the upcoming presidential election offset by the refill of a vacant position lower in the range than the incumbent. Operating expense increases \$2,725 or 3.6% and is directly attributable to the costs associated with the upcoming election, such as additional staff training and printing and binding costs.

Revenues in the Town Clerk's office reflect an increase of \$1,400 with minor variances in revenue line items. In addition, the historical document preservation grant (\$7,500) has not yet been awarded for fiscal year 2021.

ANNUAL BUDGET 2020-2021

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Intergovernmental						
Revenue	\$ 6,500	\$	\$	\$ 7,500	\$	
Licenses and Permits	36,881	35,500	15,340	37,500	35,500	
Conveyance Taxes	1,049,909	1,030,000	550,530	1,030,000	1,030,000	
Land Records Fee	197,912	200,000	122,515	200,000	200,000	
Charges for Services	<u>204,421</u>	<u>213,440</u>	<u>121,996</u>	<u>214,840</u>	<u>214,840</u>	0.7%
Total Department	\$1,495,623	\$1,478,940	\$810,381	\$1,489,840	\$1,480,340	0.1%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$120,776	\$160,914	\$ 98,349	\$182,517	\$156,136	-3.0%
Temporary Payroll	43,538	30,000	13,081	30,000	38,000	26.7%
Education Premium Pay	433	1,020	468	1,020	1,020	
Office Expense	35,680	25,800	11,758	23,200	27,200	5.4%
Dues and Travel	645	675	530	675	1,000	48.1%
Advertising	7,059	6,000	1,493	5,000	6,000	
Professional Services	9,240	9,000	4,231	9,000	10,000	11.1%
Office Equipment	1,195	1,195		1,195	1,195	
Information Technology	29,138	33,000	13,567	33,000	33,000	
Telecommunications	675	1,000	330	1,000	1,000	
Social Security	<u>9,461</u>	<u>12,910</u>	<u>5,771</u>	<u>12,910</u>	<u>11,941</u>	-7.5%
Total Department	\$257,840	\$281,514	\$149,578	\$299,517	\$286,492	1.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Deputy Town Clerk	0.4	0.4	1	1	1
Clerk of Vital Statistics	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.9	1.9	2.5	2.5	2.5

TOWN CLERK– BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The appropriation reflects anticipated merit increases for those eligible and benefit elections.

Temporary Payroll: The temporary payroll appropriation reflects additional expenditure due to the 2020 Presidential Election. In addition to daily responsibilities, the temporary staff covers lunch hours, vacations, high volume periods and special projects (i.e. elections, dog licensing month).

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: The Town has not yet been notified if it will receive a Historic Document Preservation grant for fiscal year 2021, resulting in a decrease to both revenue and expenditure appropriations of \$7,500. This also includes the costs for printing of Land record books, absentee ballots for elections, dog license notices, Vital Records and other miscellaneous statutory materials. The department is utilizing the Board of Education print shop when it is deemed cost beneficial. Costs are expected to increase due to the printing of absentee ballots for the 2020 Presidential Election.

Dues and Travel: This appropriation maintains membership to the Connecticut Town Clerks Association and attendance at educational training seminars sponsored by the State. These training sessions are required to learn about changes in legislation, policies and procedures as they relate to all functions of the Town Clerk's office. Staff will be attending additional training for the 2020 Presidential Election, in addition to new staff members attending State sponsored training.

Advertising: This appropriation is used for publishing meeting dates, agendas, ordinances and elections as required under FOI rules. In fiscal year 2021 there is an anticipated increase of the number of legal notices for public hearings and elections.

Professional Services: This appropriation is used for court reporters, which are required for many public hearings regarding zoning issues, as well as land record auditing services and services for Hearing Impaired.

Office Equipment: Replacement of printers, scanners, toner, ink cartridges, label makers associated with printing and binding land records, vital statistics, and election materials.

Information Technology: This appropriation finances the cost of annual software maintenance contracts for the land records system, General Code and Clerk Index, as well as the contract for web hosting and the offsite electronic backup system for land records for enhanced security.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services.

Social Security: Required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

Town Clerk

(Calendar Year)

	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>
Absentee Ballots Processed	1,036	6,306	874	4,133	1,678
Annual Births	569	587	554	597	535
Annual Deaths	786	736	753	749	716
Burial/Cremation permits	772	645	721	721	580
Certified Copies Vital Statistics	4,183	4,529	4,835	4,432	4,368
Copies of Land Records	44,415	41,841	41,967	38,888	44,056
Dog Licenses	2,840	2,927	2,955	2,884	2,901
E Search Subscriptions	31	28	34	34	36
Land Records Processed	9,295	9,031	8,897	8,335	8,561
Liquor permits	129	137	156	155	116
Maps	289	216	194	116	232
Marriage Certificates	486	491	486	488	503
Military Discharges Filed	396	27	28	31	39
Notary Commission	137	118	144	152	118
Notary Fees	412	402	483	653	734
Trade Names	153	168	151	138	129

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TOWN MANAGER

MISSION

Under the direction of the Town Council, the Town Manager's primary mission is to provide the leadership, vision, and oversight to ensure the effective delivery of public services. The Manager is appointed by the Town Council and serves as the organization's chief executive officer overseeing the administrative operations of the Town government. In this role, the Manager implements and monitors policies adopted by the Town Council. The Manager's duties include the execution of all laws and ordinances; development and execution of the annual operating and capital budgets; and communication with the Town Council. The Public Relations Specialist is assigned to the Town Manager's Office and functions as the Town's Public Information Officer responsible for communications and supporting special events.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Carefully managed Town's finances to stabilize pension fund and fund balance; received AAA bond rating from both Moody's and Standard & Poor's
- ✓ Completed efficiency & effectiveness study of Fire Department
- ✓ With Council support, created new positions of Emergency Response Center Supervisor and Emergency Management Program Specialist to improve public safety operations
- ✓ Led initiative to enhance security at Town facilities
- ✓ Conducted second annual leadership retreat, with a focus on promoting fiscal stability, improving organizational effectiveness, and sustainability
- ✓ Planned and coordinated 26 major special events and over 150 concerts and events at Blue Back Square
- ✓ Coordinated the implementation of West Hartford's new logo and seal across all departments
- ✓ Added Instagram to our social media toolkit that includes Facebook, Twitter, and Constant Contact
- ✓ Created 60 public awareness campaigns around critical topics in 2019

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Complete preparation of Town's Plan of Conservation and Development (POCD) and propose modifications to zoning ordinances to support transit-oriented development (TOD)
- ❖ Complete storm water study and develop implementation plan
- ❖ Develop long-term facilities plan to meet current and future needs; explore opportunities to modernize and consolidate various facilities (e.g. police and fire stations; community and cultural center)
- ❖ Implement EMS-related recommendations of fire department efficiency & effectiveness study
- ❖ Complete current round of collective bargaining with CSEA and AFSCME units
- ❖ Review waste management practices from a resource and sustainability perspective
- ❖ Critically assess parking rates and restrictions, and recommend potential changes to the regulations

- ❖ Explore alternate means to finance Town's pension trust in order to further stabilize pension fund
- ❖ Plan a program of events to promote place making and pedestrian activity on public streets and public spaces
- ❖ Create public awareness about the 2020 Census in an effort to achieve a complete count of West Hartford's population
- ❖ Develop a promotional brochure designed to help attract new residents to West Hartford

TOWN MANAGER

BUDGET SUMMARY

<u>Expenditures:</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Wages & Salaries	\$350,537	\$351,757	\$ 175,743	\$372,847	\$369,053	4.9%
Operating Expense	12,667	16,350	4,027	16,800	6,600	-59.6%
Social Security	<u>22,403</u>	<u>22,794</u>	<u>9,592</u>	<u>21,528</u>	<u>23,397</u>	2.6%
TOTAL	\$385,607	\$390,901	\$ 189,362	\$411,175	\$399,050	2.1%

	<u>Authorized Positions</u>			<u>Revised 2019-2020</u>	<u>Adopted 2020-2021</u>
<u>Full-Time Positions:</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>		
General Fund	2	3	3	3	3

BUDGET & PROGRAM HIGHLIGHTS

The Town Manager's budget increases by \$8,149 or 2.1%. A net increase of \$17,296 in wages and salaries reflects increases related to the Town Manager's salary and associated benefits increases as well as projected staff merit increases. Operating expenses are relatively flat and social security adjustments reflect wage and salary changes.

Fund: General Fund
Department: Town Manager

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$349,808	\$350,957	\$ 175,276	\$360,047	\$368,033	4.9%
Temporary Payroll				12,000		
Education Premium Pay	729	800	468	800	1,020	27.5%
Office Expense	3,183	4,050	1,123	4,300	2,000	-50.6%
Dues and Travel	4,493	6,500	2,664	6,700	4,000	-38.5%
Training		2,000		2,000		-100.0%
Professional Services	4,302	3,000		3,000		-100.0%
Office/Minor Equipment	259	300		300	100	-66.7%
Telecommunications	430	500	240	500	500	
Social Security	22,403	22,794	9,591	21,528	23,397	2.6%
Total Department	\$385,607	\$390,901	\$189,362	\$411,175	\$399,050	2.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Public Relations Specialist*	—	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	3	3	3	3

* In fiscal year 2019 the Town's Public Relations Specialist position was transferred from Community Development.

TOWN MANAGER – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This department is staffed with three full-time employees, consistent with the prior year.

Education Premium Pay: Non-union employees in administrative classifications are eligible for education attainment payments of \$720 for an Associate's Degree and or \$1,020 for a Bachelor's degree.

Office Expense: This appropriation covers the cost of office supplies, postage, printing and copying and is increased based upon experience.

Dues and Travel: This appropriation is for dues to professional organizations and related travel, primarily for the International City/County Management Association (ICMA).

Training: This appropriation will fund professional development and leadership training costs.

Professional Services: This appropriation will be used to fund smaller management and communications projects.

Office/Minor Equipment: An appropriation for office equipment, as needed.

Telecommunications: This appropriation funds the cost of desktop telephone services for maintenance, long distance calls and circuits.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

CORPORATION COUNSEL**MISSION**

The Office of Corporation Counsel appears for and protects the rights of the town in all actions, suits or proceedings brought by or against it or any of its departments, officers, agencies, boards or commissions. Additionally, the Office of Corporation Counsel provides legal advice to the Town Council, the Town Manager, and all town officers, boards and commissions in all matters affecting the town, and furnishes written opinions on questions of law involving their respective powers and duties. Upon request, the Office of Corporation Counsel prepares or approves forms of contracts or other instruments to which the town is a party or in which it has an interest. As provided by ordinance, the Office of Corporation Counsel compromises or settles claims by or against the town, and advises the Town Council as to the same.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Dallas C. Dodge was appointed as Corporation Counsel.
- ✓ Gina M. Varano was promoted to the position of Deputy Corporation Counsel.
- ✓ West Hartford and other Connecticut municipalities prevailed in litigation that will allow municipalities to use free gain on utility poles to provide internet service to residents.
- ✓ Negotiated a favorable monetary settlement in a pending case against a prior service provider to the town.
- ✓ Prevailed in the Superior Court and in the Appellate Court in a land use litigation case.
- ✓ Assisted the Tax Collector in foreclosure matters that has led to the recovery of almost \$400,000 from June 2019 through December 2019.
- ✓ Successfully performed an overdue recodification of the Code of the Town of West Hartford.
- ✓ Helped various departments amend, create or repeal ordinances in the Code of the Town of West Hartford.
- ✓ Represented the West Hartford Board of Education in expulsion hearings.
- ✓ Vigorously defended West Hartford against tort claims.
- ✓ Worked closely with the Assessor to successfully defend tax assessment appeals, and when appropriate, recommended reasonable settlements of tax appeal litigation cases.
- ✓ Provided timely and effective legal advice to the various departments of the Town of West Hartford.
- ✓ Worked with the staff and the Town Manager to find solutions and ways to assist property owners suffering from basement and/or property flooding.
- ✓ Collaborated with the Freedom of Information Commission to conduct a training program for staff and elected officials to increase their understanding and compliance with the Freedom of Information Act.
- ✓ Worked with the property owner, his consultants and West Hartford staff concerning the redevelopment of the former UCONN campus.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Continue to provide initial responses from West Hartford officials within 24 hours or by the next business day.
- ❖ Provide complete follow-up responses within one week or to report any expected delays beyond that time frame.
- ❖ Improve office efficiency through the implementation of a modernized file and document management system.
- ❖ Create standardized templates for work product, including memos, resolutions and ordinances.
- ❖ Create standardized processes for commonly encountered legal issues such as FOIA requests.
- ❖ Maintain and sharpen the skills of staff attorneys through continuing legal education.
- ❖ Ensure compliance of town officials with ethics and FOIA requirements by improving and developing training and education opportunities.

CORPORATION COUNSEL

BUDGET SUMMARY						
<u>Revenues:</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Charges for Services	\$ 510	\$ 500	\$ _____	\$ 500	\$ 250	-50.0%
TOTAL	\$ 510	\$ 500	\$ _____	\$ 500	\$ 250	-50.0%
<u>Expenditures:</u>						
Wages & Salaries	\$280,646	\$301,410	\$ 135,440	\$308,723	\$320,807	6.4%
Operating Expense	162,447	78,300	43,075	87,250	97,800	24.9%
Social Security	19,690	20,750	9,617	22,697	22,816	10.0%
TOTAL	\$462,783	\$400,460	\$188,132	\$418,670	\$441,423	10.2%

Authorized Positions				Revised	Adopted
<u>Full-Time Positions:</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2019-2020</u>	<u>2020-2021</u>
General Fund	2	2	2	2	2

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Corporation Counsel's budget is increased by \$40,963 or 10.2% in fiscal year 2021. Wages and salaries increases \$19,397 and reflects anticipated merit increases and the promotion of an Assistant Corporation Counsel to Deputy Corporation Counsel. Operating expense increases \$19,500 due to an increase in the stipend of the Town's Corporation Counsel as well as an increase in outside legal counsel costs. The increase in social security is consistent with the variance in payroll increases.

Fund: General Fund

Department: Corporation Counsel

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Copies	\$ 510	\$ 500	\$	\$ 500	\$ 250	-50.0%
Total Department	\$ 510	\$ 500	\$	\$ 500	\$ 250	-50.0%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$257,036	\$272,410	\$ 125,793	\$279,288	\$291,807	7.1%
Temporary Payroll	23,610	29,000	9,647	29,435	29,000	
Office Expense	12,796	18,200	6,211	18,900	17,300	-4.9%
Dues and Travel	1,072	1,600	904	1,600	2,500	56.3%
Professional Services	105,661	15,000	12,921	15,000	18,000	20.0%
Contractual Services	42,498	42,500	22,829	50,750	59,000	38.8%
Telecommunications	420	1,000	210	1,000	1,000	
Social Security	<u>19,690</u>	<u>20,750</u>	<u>9,617</u>	<u>22,697</u>	<u>22,816</u>	10.0%
Total Department	\$462,783	\$400,460	\$188,132	\$418,670	\$441,423	10.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Deputy Corporation Counsel	1				1
Assistant Corporation Counsel	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
TOTAL	2	2	2	2	2

CORPORATION COUNSEL – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The department is staffed with two full-time positions. Estimated merit increases and salary adjustments are included for eligible personnel.

Temporary Payroll: This appropriation funds a part-time Legal Administrative Assistant and is consistent with the prior year.

Office Expense: This appropriation funds office supplies, postage, printing costs and off-site storage facility charges. It also funds court filing fees, marshal fees and a subscription to legal publications.

Dues and Travel: This appropriation funds membership in the Connecticut Association of Municipal Attorneys and the Connecticut Bar Association, annual filings required for attorneys by the State of Connecticut, seminars required to meet minimum continuing legal education requirements and reimbursement for mileage and parking expenses in connection with court appearances.

Professional Services: This appropriation is for outside legal services.

Contractual Services: This appropriation funds the monthly stipend to the Town's Corporation Counsel.

Telecommunications: This appropriation funds the cost of desktop telephone services for maintenance, long distance calls and circuits.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

REGISTRAR OF VOTERS**MISSION**

The mission of the Registrar of Voters Office is to fulfill all election statutes and regulations as mandated by Connecticut Secretary of the State. The Registrar of Voters office is charged with ensuring the voting rights of citizens and administering all elections based on current election laws. Additionally, the Registrars are responsible for conducting an annual voter canvass to maintain an up-to-date list of eligible voters and their permanent addresses. These responsibilities are fulfilled under the guidance of the Secretary of the State.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Expanded office hours thus providing greater access for the public.
- ✓ Revised Absentee Ballot counting process which increased efficiency.
- ✓ Executed three elections including two unscheduled Special Elections and the November Municipal election.
- ✓ Participated in the SOTS (Secretary of the State) Automated Election Audit process, therefore saving the town the costs associated with a traditional election audit.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Complete work on video training for poll workers to improve job performance in cooperation with WHC-TV.
- ❖ Move the District 4 polling location to Charter Oak International Academy as a means to increase voter accessibility.
- ❖ Work with the Town of Bloomfield and the City of Hartford to create a smooth voter registration process for University of Hartford students.

REGISTRAR OF VOTERS

BUDGET SUMMARY

<u>Expenditures:</u>	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$259,786	\$191,375	\$ 78,904	\$191,375	\$205,000	7.1%
Operating Expense	53,618	41,420	20,457	41,420	58,370	40.9%
Social Security	<u>10,006</u>	<u>10,254</u>	<u>3,592</u>	<u>10,254</u>	<u>11,332</u>	10.5%
TOTAL	\$323,410	\$243,049	\$102,953	\$243,049	\$274,702	13.0%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-2020</u>	<u>Adopted</u> <u>2020-2021</u>
	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>		
General Fund	0.6	0.6			

BUDGET AND PROGRAM HIGHLIGHTS

The Registrar of Voters' budget increases \$31,653 or 13.0% in fiscal year 2021 due to the upcoming Presidential election. Wages and salaries reflect an increase of \$13,625, all attributable to the cost of additional election workers. Operating expense increases \$16,950 or 40.9% and is related to increased printing costs for voter registration, mailings and other related materials, and voting machine maintenance. Social security is reflective of the change in salary.

Fund: General Fund
Department: Registrar of Voters

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$54,797	\$	\$	\$	\$	
Temporary Payroll	204,403	191,375	78,144	191,375	205,000	7.1%
Education Premium Pay	586		760			
Office Expense	35,035	20,600	8,368	20,600	35,500	72.3%
Dues and Travel	4,577	6,610	1,309	6,610	5,530	-16.3%
Advertising	173	200		200	300	50.0%
Professional Services	425	3,270		3,270	3,300	0.9%
Telecommunications	760	740	345	740	740	
Operating Expense – Miscellaneous	12,648	10,000	10,435	10,000	13,000	30.0%
Social Security	<u>10,006</u>	<u>10,254</u>	<u>3,592</u>	<u>10,254</u>	<u>11,332</u>	10.5%
Total Department	\$323,410	\$243,049	\$102,953	\$243,049	\$274,702	13.0%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Deputy Town Clerk	<u>0.6</u>	<u>0.6</u>	—	—	—
TOTAL	<u>0.6</u>	<u>0.6</u>			

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Calendar Year)				
	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>
Percent Voting:					
Special Election- February					15%
Special Election - April					23%
Gubernatorial				75%	
Municipal	29%		32%		34%
Presidential		78%			
Number of Registered Voters	38,266	43,248	38,855	40,568	40,352
Connecticut Voter Registration System:					
Additions		7,515	2,255	4,673	2,877
Changes		4,941	7,165	4,924	3,816

REGISTRAR OF VOTERS – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: A supervisory position responsible for administrative oversight that was shared with the Town Clerk's department was fully allocated to the Town Clerk in fiscal year 2020.

Temporary Payroll: This appropriation funds: the salaries of the Registrars and Deputy Registrars, which are set via Town Council resolution; office staff for the department and election workers. The increase in office staff is to provide administrative support and office coverage.

	Actual <u>2019</u>	Adopted <u>2020</u>	Estimated <u>2020</u>	Adopted <u>2021</u>
Registrars/Deputy Registrars	\$91,000	\$91,000	\$91,000	\$91,000
Office Staff	8,000	39,000	39,000	39,000
Election Workers	<u>105,403</u>	<u>61,375</u>	<u>61,375</u>	<u>75,000</u>
Total Temporary Payroll	\$204,403	\$191,375	\$191,375	\$205,000

Office Expense: Office expense includes office supplies, postage and printing/copying costs for the operation of the office, all election costs (including ballots) and the annual State mandated voter canvass. Increases reflect anticipated supplies, ballots, printing and postage costs for upcoming elections, including the Presidential primary.

Dues and Travel: This appropriation funds the cost of membership in the Registrar of Voters Association of Connecticut, as well as costs for semi-annual conferences, meals for poll workers, mileage reimbursement, and any State mandated training for election moderators.

Advertising: This appropriation funds election notices required by State law.

Professional Services: This appropriation funds training for all of the moderators, as well as other training for staff and poll workers, as deemed necessary. In addition, the cost for coding memory cards for two elections is reflected in this line item.

Telecommunications: This appropriation funds the costs associated with desktop telephone services for maintenance, long distance calls and circuits.

Operating Expense - Miscellaneous: This line item funds costs related to the optical scan voting machines including moving the machines to polling places and performing annual maintenance on each machine.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

ASSESSOR'S OFFICE**MISSION**

The mission of the West Hartford Assessor's Office is to produce an annual Grand List for all property classes in accordance with legal mandates in a timely, accurate, and efficient manner, and provide assessment-related information to the public and governmental agencies in a timely, responsive and courteous manner.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Completed 13 business personal property audits to date with an aggregate increase of \$838,200 in assessment value or approximately \$35,036 in property taxes.
- ✓ Settled 18 tax appeals resulting from the 2016 revaluation with an average settlement of 7.75%
- ✓ Completed a residential and commercial RFP for the 2021 revaluation program.
- ✓ Served as one of the panelists for the Society of Professional Assessors on the valuation of business personal property in Connecticut at the "Riverhouse at Goodspeed Station" in Haddam, CT.
- ✓ Completed the October 1, 2019 grand list by the statutory date, January 31, 2020.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Continuing development of Office Procedures Manual in fiscal year 2021.
- ❖ Move to online filing of the annual business personal property declarations.

2021 PROPERTY REVALUATION

The next scheduled property revaluation for the Town of West Hartford is October 1, 2021. This is pursuant to Connecticut General Statutes §12-62(b) which currently mandates property revaluations every five years. Preliminary planning for this program started in the first quarter of 2019. This required evaluation of existing resources, the development of a request for proposal outlining the specifications for outside services to assist with the revaluation program and upgrading the Town's existing computer assisted mass appraisal system (CAMA) from Vision 6.5 to Vision 8.0. During the first and second quarter of 2020, installation of the CAMA upgrade will take place; data-mailers will be prepared and sent to all residential property owners and income and expense reports to commercial property owners. The processing of real property transfers, building permits and sales verification will continue. Beginning in the third quarter of 2020, the review of responses from data-mailers along with the data entry of changes will start concurrently with the continuation of the sales verification process.

ASSESSOR'S OFFICE

BUDGET SUMMARY

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$1,754	\$1,500	\$ 762	\$1,500	\$1,500	
TOTAL	\$1,754	\$1,500	\$ 762	\$1,500	\$1,500	
<u>Expenditures:</u>						
Wages & Salaries	\$667,970	\$638,281	\$ 259,523	\$562,824	\$649,422	1.7%
Operating Expense	52,310	61,170	31,226	61,170	63,137	3.2%
Social Security	45,893	47,023	18,969	41,480	48,696	3.6%
TOTAL	\$766,173	\$746,474	\$309,718	\$665,474	\$761,255	2.0%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2019-2020</u>	<u>2020-2021</u>
General Fund	7	7	7	7	7

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2021 budget for the Assessor's Office increases \$14,781, or 2.0%, from the prior year budget. Wages and salaries reflect anticipated merit increases and deferred compensation matching for full-time employees. Operating expense reflects a net increase of \$1,967, with minor budget refinements on multiple lines. Social security increases reflect changes to wages and salaries.

ANNUAL BUDGET 2020-2021

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Copies	\$1,754	\$1,500	\$ 762	\$1,500	\$	
TOTAL	\$1,754	\$1,500	\$ 762	\$1,500	\$	

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$643,261	\$612,636	\$ 247,706	\$537,179	\$621,277	1.4%
Temporary Payroll	22,238	22,500	10,938	22,500	25,000	11.1%
Overtime	1,451	2,125	412	2,125	2,125	
Education Premium Pay	1,020	1,020	467	1,020	1,020	
Office Expense	16,075	22,200	7,286	22,200	22,200	
Dues and Travel	1,175	3,637	700	3,637	3,737	2.7%
Training	2,516	3,515	512	3,515	3,515	
Advertising		200		200	200	
Information Technology	28,645	27,730	21,389	27,730	29,597	6.7%
Telecommunications	1,595	2,384	713	2,384	2,384	
Vehicles & Equipment Expense	2,304	1,504	626	1,504	1,504	
Social Security	45,893	47,023	18,969	41,480	48,696	3.6%
Total Department	\$766,173	\$746,474	\$309,718	\$665,474	\$761,255	2.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II	2	2	2	2	2
Administrative Assessment Technician	1	1	1	1	1
Staff Assistant	1	1	1	1	1
TOTAL	7	7	7	7	7

ASSESSOR'S OFFICE – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Assessment is staffed with six full-time positions and one vacant Property Appraiser II. Regular payroll reflects anticipated merit increases and changes to benefit elections.

Temporary Payroll: An appropriation for a part-time employee to perform personal property audits and ensure all personal property is discovered and listed is consistent with the prior year.

Overtime: The overtime appropriation provides administrative support for the Board of Assessment Appeals, Board of Assessors, and motor vehicle pricing.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: The office expense appropriation covers office supplies, paper products, postage, printing and copying, subscriptions and publications.

Dues & Travel: Appropriations for dues in the Hartford Area Assessors Association, Connecticut Association of Assessing Officers, International Association of Assessing Officers, and the Appraisal Institute are integral to the core mission of the department, enabling attendance at educational seminars and workshops at discounted rates which are requisite for maintaining State certification as Certified Connecticut Municipal Assessors and towards improvement of assessment practices. In addition, the department maintains membership in the Multiple Listing Service in order to obtain detailed information on properties for sale. The increase reflects slight increases in annual dues.

Training: This appropriation covers attendance at local workshops, seminars and assessment/appraisal related classes to maintain requisite State certification as Certified Connecticut Municipal Assessors.

Advertising: This appropriation funds all State mandated notice requirements.

Information Technology: This appropriation funds the annual cost of web hosting for Vision software and software maintenance and support contracts for Vision and Quality Data.

Telecommunications: This appropriation funds the cost for cell phones used by field appraisal staff, as well as desktop telephone services for maintenance, long distance calls and circuits.

Vehicle & Equipment Expense: This appropriation provides for gasoline and vehicle maintenance for the vehicles assigned to the department.

Social Security: This appropriation is for required federal payments based upon actual wages paid and reflects the change in budgeted wages.

PROGRAM PERFORMANCE MEASURES & INDICATORS

	(calendar year)				
	2015	2016	2017	2018	2019
	<u>(GL 2013)</u>	<u>(GL 2014)</u>	<u>(GL 2015)</u>	<u>(GL 2016)</u>	<u>(GL 2017)</u>
Percent of State reporting deadlines met	100%	100%	100%	100%	100%
Number of business personal property accounts	2,740	2,737	2,808	2,759	2,807
Timeliness of property transfers entered into CAMA system	1 month	1 month	1 month	1 month	1 month
Inspections (Sales and Permits)	2,916	2,351	2,702	2,376	2,871
Real property transfers	2,148	2,295	2,324	1,692	1,400
Elderly, veterans, blind and disability applications	1,172	1,391	1,191	1,025	1,033

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DEPARTMENT: GENERAL GOVERNMENT

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
<u>TOWN COUNCIL</u>					
Town Clerk	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.5	1.5	1.5	1.5	1.5
<u>TOWN CLERK</u>					
Deputy Town Clerk	0.4	0.4	1.0	1.0	1.0
Clerk of Vital Statistics	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.9	1.9	2.5	2.5	2.5
<u>TOWN MANAGER</u>					
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Public Relations Specialist	—	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	3	3	3	3
<u>CORPORATION COUNSEL</u>					
Deputy Corporation Counsel	1			1	1
Assistant Corporation Counsel	<u>1</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2
<u>REGISTRAR OF VOTERS</u>					
Deputy Town Clerk	<u>0.6</u>	<u>0.6</u>			
TOTAL	0.6	0.6			
<u>ASSESSOR'S OFFICE</u>					
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II	2	2	2	2	2
Administrative Assessment Technician	1	1	1	1	1
Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7
TOTAL GENERAL GOVERNMENT	15	16	16	16	16

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DEPARTMENT OF INFORMATION TECHNOLOGY**MISSION**

The mission of the Information Technology Department is to contribute to the successful operation, performance and long-term viability of the organization through a technical infrastructure that promotes employee and customer access to information. This mission is accomplished through the cost effective and efficient delivery of management and maintenance of a wide-area network for voice and data communications and an infrastructure for supporting the Town's business applications.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Implemented redundant fiber to 50% of municipal buildings to improve network reliability.
- ✓ Digitized over 125 paper forms resulting in 28,042 online submissions for both internal and residential use.
- ✓ Implemented PowerDMS, online training and certification system for public safety personnel.
- ✓ Implemented enterprise wireless for guest use at Rockledge, Cornerstone, VMSR, and ECC.
- ✓ Implemented a new notification system inclusive of IP speakers at Town Hall for safety announcements.
- ✓ Launched a new high quality mobile friendly website for West Hartford Public Schools.
- ✓ Implemented redundant fiber from the Police station to the data center, ensuring connectivity in the event of a fiber break.
- ✓ Completed the installation of over 700 IP security cameras for all Public Schools, Public Works, Municipal Parking and the Police Department.
- ✓ Implemented Ecollect for paperless new student enrollment, online form submission and electronic signature for PowerSchool Parent Portal.
- ✓ Maintained 99.99% uptime availability of the entire communications infrastructure for the past 12 months.
- ✓ Integrated building permit and town clerk databases with our GIS portal for easier access to property records.
- ✓ Implemented a new data validation system for PowerSchool to ensure data entered meets reporting requirements.
- ✓ Expanded IP surveillance cameras to Town Hall, Cornerstone and VMSR, approximately 700 cameras system wide.
- ✓ Increased the internet speed for West Hartford Public Schools from 1Gbps to 2Gbps,
- ✓ Deployed over 1,139 new devices as part of the annual technology refresh process;
- ✓ Closed over 12,936 work orders, an increase of 2.37% over the prior year; average time to completion has increased from 5 days to 7 days.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ 100% implementation of a new disaster recovery (DR) system for both Town and Schools.
- ❖ 75% of town facilities that currently have no existing public address system (PA) will have Informacast implemented, a system that will enable a one-way PA over existing VoIP speakerphones.
- ❖ 100% of the town's website will be migrated to the same website vendor the public schools use in an effort to streamline systems and reduce hosting costs.
- ❖ 100% of the town's network will have a failover internet service provider (ISP) to maintain connectivity in the event of a provider outage.
- ❖ 100% of municipal buildings will have an enterprise class wireless system installed for secure staff access and guest access for public use.
- ❖ Implement TechGuard to empower the workforce to recognize and respond to sophisticated cyber threats leveraging this cutting-edge and comprehensive training solution.
- ❖ Expand IP surveillance cameras to the Public Libraries, Rockledge, ECC, WHFD and Westmoor Park.
- ❖ 100% implementation of Telestaff Time & Attendance system for WHPD and WHFD.
- ❖ 100% implementation of a new disaster recovery (DR) system for both Town and Schools.
- ❖ 100% replacement of core network hardware greater than 15 years old for both Town and Schools.

DEPARTMENT OF INFORMATION TECHNOLOGY

BUDGET SUMMARY						
<u>Expenditures:</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Wages & Salaries	\$444,675	\$463,655	\$ 217,764	\$463,655	\$469,560	1.3%
Operating Expense	450,749	516,111	183,746	521,200	543,500	5.3%
Social Security	31,545	32,834	14,243	32,834	34,235	4.3%
TOTAL	\$926,969	\$1,012,600	\$415,753	\$1,017,689	\$1,047,295	3.4%

Authorized Positions				Revised	Adopted
<u>Full-Time Positions:</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2019-2020</u>	<u>2020-2021</u>
General Fund	4	4	4	4	4

BUDGET & PROGRAM HIGHLIGHTS

In total, the fiscal year 2021 budget for the Department of Information Technology increases \$34,695 or 3.4%. Wages and salaries increase \$5,905, or 1.3%. Operating expense increases \$27,389 or 5.3%. This is attributed solely to increases in software maintenance costs. The social security adjustment reflects estimated cost based upon wages and withholdings.

DEPARTMENT: INFORMATION TECHNOLOGY

SUMMARY OF EXPENDITURES						
	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$440,951	\$456,155	\$217,764	\$456,155	\$469,560	2.9%
Temporary Payroll	3,585	7,500		7,500		-100.0%
Overtime	139					
Office Expense	2,246	500	296	500	500	
Dues and Travel	465	1,000	587	1,000	1,000	
Training	5,613	5,000		5,000	5,000	
Professional Services	66,872	31,000	35,161	31,000	37,000	19.4%
Contractual Services	2,737					
Information Technology	222,135	328,611	51,248	328,611	350,000	6.5%
Telecommunications	59,379	60,000	32,111	60,000	60,000	
Rental & Leases	36,812	40,000	9,254	40,000	40,000	
Information Systems	54,490	50,000	55,089	55,089	50,000	
Social Security	<u>31,545</u>	<u>32,834</u>	<u>14,243</u>	<u>32,834</u>	<u>34,235</u>	4.3%
TOTAL	\$926,969	\$1,012,600	\$415,753	\$1,017,689	\$1,047,295	3.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist*	2	1	2	2	2.0
Information Technology Analyst		1			
Network Engineer*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
TOTAL	4.0	4.0	4.0	4.0	4.0

* The Director position and one Network Engineer position are shared with the Board of Education.

INFORMATION TECHNOLOGY - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Information Technology is staffed with four full-time employees, two of whom are shared equally with the Board of Education. The appropriation reflects anticipated merit increases and benefit elections.

Temporary Payroll: The funding for two permanent part-time employees, the cost of which is split with the Board of Education, to supplement existing staff working in the field has been eliminated.

Office Expense: The office expense appropriation finances laser printing supplies for shared networked printers, paper products for centralized printing jobs, and office supplies.

Dues and Travel: This appropriation is used to provide mileage reimbursements to employees for the use of personal vehicles on Town business and provides membership to the Government Chief Information Officer Association.

Training: This account finances information technology training for Town employees.

Professional Services: This appropriation for outside consultants funds professional services to maintain and enhance existing applications for business software and the Geographic Information System (GIS) application. It also funds a service agreement for the Town's back-up system, including repair and maintenance if hardware failures occur, which represents the \$6,000 increase.

Information Technology: This appropriation finances software licenses used by Town departments. There are also annual license fees associated with software products used to protect and defend the Town's computer network. These software licenses include anti-virus software for desktop computers and servers, web filtering software, and spam firewall. Funding is included for the cost of GIS maintenance and support for all Town departments. In addition, new software purchases requested by departments are funded in this line item. Increases are related to provide support to these products.

Telecommunications: The primary purpose of this appropriation is to support the Townwide Voice over Internet Protocol (VoIP) phone system. The balance of the appropriation is for cell phones, mobile communication devices and desktop phones for IT staff and a backup internet service. This appropriation also includes implementation and maintenance of an Informacast emergency notification system, which will serve as a public address system.

Rental & Leases: This appropriation funds internet bandwidth services.

Information Systems: This expense is associated with maintaining hardware that provides wide-area network for voice and data communications. Costs include the network maintenance contract with Cisco SmartNet for routers and switches, and maintenance of servers that host software and communication applications. This appropriation increases based upon annual warranty renewals, rising costs for maintenance and repair based upon recent trends, and emergency network maintenance needs.

Social Security: This appropriation is for required federal payments based upon actual wages paid, and applicable social security base wage rates and employee withholdings.

PROGRAM PERFORMANCE MEASURES & INDICATORS

	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Estimated FY 2020</u>
Number of Municipal/School Sites on Town Owned Fiber	42	44	44	46	46
Number of Physical Servers Consolidated to Virtual Servers	112	112	112	141	150
Number of Sites with Building-wide Wireless	23	25	27	32	37
<u>IT Helpdesk:</u>					
Number of Town Work Orders Received	2,264	2,673	2,577	2,577	2,944
Number of BOE Work Orders Received	7,736	9,221	9,140	9,140	10,438
Percentage Completed	100%	99.9%	99.9%	99.9%	96.5%
Average Number of Days to Complete	3.98	4.56	5.25	5.25	3.26
<u>Website Statistics:</u>					
Site Visits to www.westhartfordct.gov	513,857	687,391	700,602	700,602	866,788
Site Visits to West Hartford's GIS Site	19,692	10,932	12,756	12,756	11,046
Use of West Hartford's Online Parking Omit System	13,259	23,234	20,463	20,463	23,000

TOWN OF WEST HARTFORD
Fiscal Year 2020-2021
BUDGET IN BRIEF
TECHNOLOGY INVESTMENT
FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Charges for Services	\$ 14,800	\$ 10,000	\$ 12,000	\$ 10,000
Interest on Investments	<u>124</u>	<u> </u>	<u> </u>	<u> </u>
Total Revenues & Other Resources	\$ 14,924	\$ 10,000	\$ 12,000	\$ 10,000

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Technology Investments	\$ <u> </u>	\$ <u>10,000</u>	\$ <u>26,716</u>	\$ <u>10,000</u>
Total Expenditures & Other Uses	\$ <u> </u>	\$ <u>10,000</u>	\$ <u>26,716</u>	\$ <u>10,000</u>

CHANGE IN FUND BALANCE	\$ 14,924	\$	(\$14,716)	\$
BEGINNING BALANCE	\$ 1,792	\$ 16,716	\$ 16,716	\$ 2,000
ENDING BALANCE	\$ 16,716	\$ 16,716	\$ 2,000	\$ 2,000

Fund: Technology Investment Fund
Department: Information Technology

PURPOSE

The Technology Investment Fund was created effective July 1, 2003 to identify a recurring revenue stream dedicated to continued investment in the Town's e-business strategy. Revenues are derived from a surcharge of one dollar on parking tickets, alarm fees and ordinance violations.

LONG-TERM STRATEGY

The surcharge revenue will be maintained at the current level in order to provide a consistent revenue stream. Although it is not expected that fund balance will grow significantly, the annual revenue achieved will enable expenditures that support the Town's goal to provide more of its services via the internet to improve customer service.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Charges for Services	<u>\$20,000</u>	<u>\$16,000</u>	<u>\$10,000</u>	<u>\$12,000</u>	<u>\$15,000</u>
TOTAL REVENUES	\$20,000	\$16,000	\$10,000	\$12,000	\$15,000
<u>Expenditures:</u>					
Operational	<u>\$47,000</u>	<u>\$35,000</u>	<u>\$21,000</u>	<u>\$</u>	<u>\$</u>
TOTAL EXPENDITURES	\$47,000	\$35,000	\$21,000	\$	\$
OPERATING RESULTS	(\$27,000)	(\$19,000)	(\$11,000)	\$12,000	\$15,000
FUND BALANCE	\$ 20,000	\$ 1,000	(\$ 10,000)	\$ 2,000	\$17,000

FISCAL YEAR 2020 OPERATING RESULTS

The Fund is projected to earn revenue in the amount of \$12,000 with expenditures of \$26,716 for the fiscal year. Accordingly, fund balance will be approximately \$2,000 by year-end.

FISCAL YEAR 2021 BUDGET

The budget for fiscal year 2021 assumes revenues derived from charges for services of \$10,000 with expenditures of an equal amount. This will allow fund balance to stabilize before appropriating additional funds.

DEPARTMENT: INFORMATION TECHNOLOGY

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	2.0	1.0	2.0	2.0	2.0
Information Technology Analyst		1.0			
Network Engineer*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
TOTAL INFORMATION TECHNOLOGY	4.0	4.0	4.0	4.0	4.0

* Positions are shared with the Board of Education.

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DEPARTMENT OF FINANCIAL SERVICES**MISSION**

The mission of the Financial Services Department is to contribute to the successful operation, performance and long-term viability of the organization through the provision of timely, accurate and meaningful information, and financial analysis and services.

The mission is accomplished through the cost effective and efficient delivery of the following programs:

- Accurate and timely recording and reporting of the Town's financial transactions.
- Execution of short and long-term investment strategies to maximize the return on available funds.
- Development and execution of the Capital Improvement Program and debt financing plan.
- Accurate and timely execution of payment processes including accounts payable and payroll.
- Development, execution and monitoring of the annual budget.
- Billing, collecting and recording of property taxes, parking tickets and ordinance violations and processing of daily revenue deposits.
- Procurement of goods and services in accordance with applicable laws and best value purchasing.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Received the Certificate for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- ✓ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- ✓ Successfully migrated from Dynamics AX to Munis Financial Software.
- ✓ Successfully executed a bond refunding, saving the Town over \$1 million in future interest payments.
- ✓ Successfully executed a \$17 million general obligation bond sale.
- ✓ Consistently achieved a tax collection rate higher than adopted.
- ✓ Continued to address the Town's long term pension liability by reducing the pension investment rate to 6.99%.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Start the implementation process for the Munis Payroll System.
- ❖ Continue to explore options to mitigate the Town's long term pension liabilities.
- ❖ Utilize the Munis Financial System to produce fiscal year 2022 budget documents.
- ❖ Maintain current performance on our exceptional tax collection rates.

DEPARTMENT OF FINANCIAL SERVICES

BUDGET SUMMARY						
	Actual <u>2018-19</u>	Adopted <u>2019-20</u>	Actual <u>6 Months</u>	Estimated <u>2019-20</u>	Adopted <u>2020-21</u>	Percent <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$ 749	\$ 200	\$ 48	\$ 200	\$ 200	
Fines & Forfeitures	330	500	240	500	500	
Transfers from Other Funds	<u>72,000</u>	<u>72,000</u>	<u> </u>	<u>72,000</u>	<u>72,000</u>	
TOTAL	\$73,079	\$72,700	\$ 288	\$72,700	\$72,700	
<u>Expenditures:</u>						
Wages & Salaries	\$1,619,353	\$1,711,233	\$807,342	\$1,719,773	\$1,697,387	-0.8%
Operating Expense	480,837	575,061	326,594	577,061	588,779	2.4%
Social Security	<u>115,151</u>	<u>125,177</u>	<u>57,145</u>	<u>128,501</u>	<u>127,041</u>	1.5%
TOTAL	\$2,215,341	\$2,411,471	\$1,191,081	\$2,425,335	\$2,413,207	0.1%

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2019-2020</u>	<u>2020-2021</u>
General Fund	17	17	17	17	17

BUDGET & PROGRAM HIGHLIGHTS

The Department of Financial Services budget reflects an increase of \$1,736 or 0.1% from the current fiscal year. Wages and salaries decrease \$13,846, or -0.8%. This is primarily due to the elimination of a part time position offset by the reclassifications of two positions, Budget and Grants Manager and Accountant II, and anticipated merit increases. Operating expense is increased \$13,718, primarily attributable to migrating to new Munis Financial software in 2020 while paying the remaining contract with Dynamics which ends in 2021. Social Security reflects wage and salary changes.

FINANCIAL OPERATIONS DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
NSF Check Fees	\$ 330	\$ 500	\$ 240	\$ 500	\$ 500	
Transfer In	<u>72,000</u>	<u>72,000</u>	<u>—</u>	<u>72,000</u>	<u>72,000</u>	
TOTAL	\$72,330	\$72,500	\$ 240	\$72,500	\$72,500	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$676,814	\$721,656	\$346,594	\$732,300	\$728,794	1.0%
Temporary Payroll	34,988	31,500	11,459	31,500	31,500	
Overtime	523	1,000	276	1,000	1,300	30.0%
Education Premium Pay	1,253	1,740	467	1,020	1,020	-41.4%
Office Expense	16,013	14,325	4,812	14,325	15,625	9.1%
Dues and Travel	1,714	3,000	995	2,500	3,500	16.7%
Professional Services	2,070	2,000	3,088	2,000	2,000	
Contractual Services		5,000		7,500	2,500	-50.0%
Telecommunications	945	960	450	960	960	
Social Security	<u>49,490</u>	<u>54,075</u>	<u>24,606</u>	<u>57,399</u>	<u>54,893</u>	1.5%
TOTAL	\$783,810	\$835,256	\$392,747	\$850,504	\$842,092	0.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Supervisor of Payroll & Accounting	1				
Accounting Manager		1	1	1	1
Financial Analyst	1				
Budgets and Grants Manager				1	1
Principal Financial Analyst		1	1		
Accountant II				1	1
Accountant I	1	1	1		
Accounting Specialist	1	1	1	1	1
Payroll Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

FINANCIAL OPERATIONS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Financial Operations is staffed with seven full-time positions. The budget reflects estimated merit increases for eligible employees. In 2020, a Financial Analyst position was upgraded to a Budget and Grants Manager. Also, an Accountant I position was upgraded to an Accountant II position. Both upgrades were based on increased responsibilities.

Temporary Payroll: Temporary payroll is budgeted for a Senior Staff Assistant who provides staffing for weekly office functions, supports the accounts payable process, and produces annual budget and capital improvement program documents.

Overtime: The overtime appropriation is used for the processing of payroll during holiday weeks and peak reporting periods (quarterly and year end). The increase reflects additional time related to the payroll transition to MUNIS.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation is used for the purchase of paper stock (envelopes, check stock, W-2 forms) and printing supplies (toner cartridges, printer maintenance) associated with the production of payments to employees, as well as the preparation and printing of the annual budget document. The appropriation also funds subscriptions for GASB pronouncements, GAAP updates and payroll updates. Office expense is increased based on increased costs. In addition, the appropriation finances the costs associated with printing, binding and the use of the BOE's print shop. These costs include annual reports that are produced and forms that are used.

Dues & Travel: The appropriation for dues and travel funds memberships and attendance at educational seminars that are important to the core mission of the financial operations activity. It funds memberships in the National and Connecticut Government Finance Officers Associations and the American Payroll Association, as well as registration fees and mileage for meetings and educational conferences within the State. The increase is related to additional seminar opportunities.

Professional Services: This appropriation funds the annual application fee to the GFOA Certificate of Achievement for Excellence in Financial Reporting award program and the GFOA Distinguished Budget award program.

Contractual Services: This appropriation finances the contract for banking services for the Town. The fee structure is activity based, but an earnings interest credit on available balances held at the bank offsets these fees. Also included in fiscal year 2020 estimated expense is \$2,500 for contractual administrative support services utilized for preparation of the annual budget.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>
Financial Reporting:					
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Audit Findings of Material Weakness	None	None	None	None	None
Financial Operations:					
% of FT Employees on Direct Deposit	99%	98%	98%	100%	100%
% of FT Electronic Direct Deposit Stmt	99%	99%	99%	100%	100%
% of Electronic Payments					
Town & BOE Combined	27%	30%	26%		
Town				37.2%	39.1%
Board of Education (BOE)				23.5%	24.55%
Fund Balance as a % of General Fund Expenditures	8.2%	8.1%	8.1%	9.0%	9.1%
Investment Strategy:					
Short-Term Investment Fund Return	0.15%	0.37%	0.58%	1.38%	2.30%
Other Investment Vehicle Return	0.39%	0.39%	0.42%	0.91%	1.7%
Capital Financing:					
Debt Service as a % of General Fund Expenditures (excluding BBS)	5.5%	6.1%	6.1%	6.2%	6.2%
Debt per Capita	\$2,435	\$2,445	\$2,471	\$2,415	\$2,295
Long Term Bonded Debt to Net Assessed Value	2.6%	2.6%	2.6%	2.4%	2.2%
WH General Obligation Bond Rate	2.53%	2.03%	2.62%	2.58%	2.65%
Benchmark GO Bond Rate	2.35%	2.08%	2.66%	2.36%	2.59%

PURCHASING DIVISION
SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 40	\$	\$ 7	\$	\$	
TOTAL	\$ 40	\$	\$ 7	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$366,962	\$368,365	\$ 174,605	\$366,981	\$368,384	
Temporary Payroll	21,103	24,000	10,121	24,000		-100.0%
Office Expense	1,283	2,000	994	2,000	2,000	
Dues and Travel	2,079	3,004	1,204	3,004	3,004	
Training	250	300		300	500	66.7%
Advertising	2,626	4,000	1,014	4,000	4,000	
Telecommunications	240	240	120	240	240	
Vehicles & Equipment Expense	50	500	101	500	500	
Social Security	28,868	29,615	13,733	29,615	29,281	-1.1%
TOTAL	\$423,461	\$432,024	\$201,892	\$430,640	\$407,909	-5.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Accounting Manager	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Accounting Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

PURCHASING - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The purchasing activity is staffed with four full-time positions.

Temporary Payroll: This appropriation funded a part-time Accounting Assistant in prior years and has been eliminated in the 2021 budget.

Office Expense: The office expense appropriation reflects the cost of general office supplies, as well as the copying and mailing of procurement notices and specifications.

Dues & Travel: Dues and travel appropriations maintain membership in National Institute of Government Purchasing and the costs associated with participating in cooperative purchasing associations including the CRCOG Purchasing Cooperative and the Plymouth County Vehicle Cooperative. The appropriation also includes attendance at various public purchasing meetings and conferences in Connecticut.

Training: This account funds miscellaneous staff training.

Advertising: This appropriation funds weekly newspaper advertisements directing interested parties to the Town's website to learn about current procurement opportunities.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

Vehicles & Equipment Expense: This appropriation funds fuel and maintenance cost for the Town pool car assigned to the division and is consistent with the prior year.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

REVENUE COLLECTION DIVISION

SUMMARY OF REVENUES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Copies	\$ 209	\$ 200	\$ 41	\$ 200	\$ 200	
Miscellaneous Revenue	500	—	—	—	—	
TOTAL	\$ 709	\$ 200	\$ 41	\$ 200	\$ 200	

SUMMARY OF EXPENDITURES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$307,875	\$308,954	\$ 147,283	\$308,954	\$308,961	
Temporary Payroll	33,313	38,542	15,874	38,542	39,000	1.2%
Overtime	1,156	2,500	44	2,500	2,500	
Education Premium Pay	720	720	330	720	720	
Office Expense	73,792	91,210	18,687	91,210	91,210	
Dues and Travel	726	1,355	42	1,355	1,405	3.7%
Training		350		350	350	
Advertising	459	550	77	550	550	
Professional Services	18,795	20,000	7,915	20,000	20,000	
Contractual Services	24,247	29,720	13,002	29,720	30,150	1.4%
Information Technology	15,700	16,855	16,855	16,855	17,500	3.8%
Telecommunications	420	420	210	420	420	
Maintenance & Repairs	353	350		350	350	
Social Security	<u>23,771</u>	<u>25,549</u>	<u>11,340</u>	<u>25,549</u>	<u>26,716</u>	4.6%
TOTAL	\$501,327	\$537,075	\$231,659	\$537,075	\$539,832	0.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Revenue Collector	1	1	1	1	1
Revenue Services Representative	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	4	4	4	4	4

REVENUE COLLECTION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The revenue collection office is staffed with four full-time positions.

Temporary Payroll: Two part-time positions support the Revenue Collection Office. One Staff Assistant position supports the full-time customer service representatives during peak collection periods and during the absence of any of the full-time employees. Another Staff Assistant is responsible for the daily processing of cash deposits for the Town.

Overtime: The overtime appropriation provides resources for peak collection periods (January and July).

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: The office expense appropriation reflects the cost of postage for the mailing of tax bills, the cost of an outside contract to print, stuff and mail the property tax bills, the costs associated with printing, binding and use of the BOE's print shop, and general office supplies.

Dues & Travel: The dues and travel appropriation funds membership and education costs associated with the Connecticut Tax Collectors Association, the Hartford Tax Collectors Association and required certification training classes.

Training: This account funds Connecticut Tax Collectors courses as needed.

Advertising: This appropriation funds legal advertisements in the newspaper for public notice of property tax bills.

Professional Services: This appropriation funds the annual contract with ComPlus for the management information system and delinquent billing services associated with the parking ticket and ordinance violation collection programs.

Contractual Services: This appropriation finances the portion of banking services used by the Revenue Collection Office and the contract for the hearing officer for parking ticket and ordinance violation appeals which is increasing based upon the cost of insurance required by the Town.

Information Technology: This appropriation finances the costs of annual software maintenance for the tax collection and billing software and web hosting software and increases based upon contractual costs.

Telecommunications: This appropriation funds costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

Maintenance & Repairs: This appropriation finances the costs associated with the currency counters.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>
Revenue Collection:					
Current Year Tax Collection Rate	99.2%	99.3%	99.2%	99.4%	99.3%
% of Parking Tickets Collected	75.7%	78.2%	68.8%	86.0%	74.8%
% Ordinance Violations Collected	56.8%	62.8%	66.7%	38.0%*	44.7%

* Two violators, now not in operation, accounted for fifty percent of tickets issued.

Using Technology to Improve the Customer Experience

Consistent with the habits of individuals, technology continues to be an area of growth in the revenue collection office.

Usage of both the on-line bill payment and presentment system and the on-line tax information lookup system are strong and continue to increase yearly. Customers have the option to make a one-time payment or to sign up as a registered user. Registered users have access to advanced features of the system, including storing credit card or bank account information for future use, and choosing to receive tax bills in a paperless form via email. The registration process has recently been enhanced, allowing users to create a registered account at any time throughout the year, as opposed to previous years when registration could occur only when there was an open balance on an account.

The on-line tax information lookup system allows 24/7 lookup of payment information, including open balances and payment history. Continued improvements to the integration of the on-line lookup system with the bill payment and presentment system has resulted in a more user friendly customer experience.

FINANCIAL SYSTEMS DIVISION

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$144,725	\$212,256	\$100,290	\$212,256	\$215,208	1.4%
Temporary Payroll	29,922					
Office Expense	3,048	6,500	3,635	6,500	6,500	
Dues and Travel	1,625	1,000		1,000	1,000	
Professional Services	1,200	3,000		3,000	3,000	
Information Technology	210,570	264,422	201,891	264,422	274,500	3.8%
Information Systems	691	2,000		2,000	2,000	
Social Security	<u>13,021</u>	<u>15,938</u>	<u>7,465</u>	<u>15,938</u>	<u>16,151</u>	1.3%
TOTAL	\$404,802	\$505,116	\$313,281	\$505,116	\$518,359	2.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst I*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

* Position was unfunded in fiscal year 2019.

FINANCIAL SYSTEMS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The division is staffed with two (2) full-time positions.

Temporary Payroll: This appropriation funded part-time financial management system assistance necessitated by the full-time vacancy, but is eliminated with funding of the full-time position.

Office Expense: This appropriation covers office supplies, paper products, printing and copying and is reduced based upon experience.

Dues and Travel: This appropriation funds membership and training costs for the division.

Professional Services: This appropriation is for outside consultants to maintain and enhance existing financial applications.

Information Technology: This appropriation finances the costs of annual software maintenance contracts and licenses used by the Department of Finance. For fiscal year 2021, these contracts include: Superior Payroll Maintenance (\$45,000), OnPay Solutions (\$6,000), GHG Corporation (\$6,500), MUNIS support (\$180,000), Tyler support (\$31,000), VLA Enterprise (\$3,000) and Micro-Tel (\$3,000).

Information Systems: This appropriation reflects the costs associated with printer maintenance and operations.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

MAIL & DELIVERY SERVICES DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 1,368	\$ 1,500	\$ 1,390	\$ 1,500	\$ 1,500	
Professional Services	100,111	100,500	50,110	100,500	103,515	3.0%
Office/Minor Equipment	<u>463</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
TOTAL	\$101,942	\$102,000	\$ 51,500	\$102,000	\$105,015	3.0%

MAIL & DELIVERY SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Office Expense: This appropriation is for the annual rental of a postage meter used in the mailroom and the caller fee with the US Postal Service. The increase reflects an anticipated contract increase.

Professional Services: The Town and Board of Education have a joint contract with an outside contractor to provide mailroom and courier services to all facilities.

DEPARTMENT: FINANCIAL SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
GENERAL FUND					
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accounting Manager	1	2	2	2	2
Budgets and Grants Manager				1	1
Supervisor of Payroll & Accounting	1				
Financial Analyst	1				
Principal Financial Analyst		1	1		
Accountant II				1	1
Accountant I	1	1	1		
Accounting Specialist	2	2	2	2	2
Payroll Specialist	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Revenue Collector	1	1	1	1	1
Revenue Services Representative	3	3	3	3	3
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst I*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FINANCIAL SERVICES	17	17	17	17	17

* Position was unfunded in fiscal year 2019.

DEPARTMENT OF HUMAN RESOURCES

MISSION

The Town of West Hartford Human Resources Department has the primary role of supporting the organization by providing human resources management and services to more than 750 full and part-time, or seasonal employees of the Town. We collaborate with and support internal operating departments by providing consultative services and solutions to a wide range of human resource issues in a responsive and cost-effective manner.

The Department of Human Resources is committed to providing leadership and expertise in the development and implementation of sound human resource policy, systems, and programs that support employees of the Town of West Hartford in meeting the organization's commitment to hire qualified, dedicated employees who provide quality services to the residents of our community.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Successfully worked with the Town Manager, Police Chief and Fire Chief to recruit and hire an Assistant Police Chief and Assistant Fire Chief.
- ✓ Successfully worked with Department Directors on 27 recruitments and 9 promotions. On-boarded 50 new hires and processed 956 applications. Significant increase over last year's results (11/8/25/688).
- ✓ Successfully concluded the IAFF, Local 1241 negotiations and implemented progressive changes to the contract, including the ability to adjust deployment of staff in order to maximize efficiency and effectiveness of the Fire Department's EMS program.
- ✓ Worked collaboratively with the Police Department to review and improve police officer recruitment process. Hired thirteen new officers to date in FY 20; 30.7% minority and 38.4% female. Department staffed at its highest level in years.
- ✓ Successfully conducted an RFP for Town's self-insured liability and workers' compensation program. Resulted in flat fee for next five years providing stability to Risk Management Fund.
- ✓ FM Global (property carrier) inspected \$571,400,000 in property values. Risk Mark Score increased from 85 (94% of potential) versus an average score of 48.
- ✓ Implemented Town Hall Active Shooter Program.
 - Worked collaboratively with Police Department (PD), Fire Department (FD) and Information Technology to implement a VOIP notification system.
 - Performed building security assessments with PD and FD.
 - Organized and coordinated a town wide active shooter training seminar for all employees led by the PD.
- ✓ Enhanced Town's wellness program by renovating Town Hall Fitness Facility.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Finalize union negotiations for CSEA Local 2001 and AFSCME units that address health care reform, pension reform, wage reform and operational issues as identified by Department Directors.
- ❖ Lead recruitment process for key recruitments.
- ❖ Continue to increase ethnic diversity of applicants.
- ❖ Develop and implement state-mandated Sexual Harassment Training for all full-time and part-time staff.
- ❖ Utilizing funds set aside for Professional Development, identify staff training needs and implement a formal Town of West Hartford Professional Development and Training Plan.
- ❖ In collaboration with Finance, implement MUNIS as the Town's new Human Resources Information System.
- ❖ Issue Request for Proposal for Life Insurance and Long Term Disability Insurance as well as the Town's Employee Assistance Program (EAP).
- ❖ Continue to advance the Town's Active Shooter and Emergency Training Programs, including a Town Hall active shooter drill.
- ❖ Establish a Preferred Provider Network for Workers' Compensation Program.
- ❖ Initiate and complete Job Hazard Assessment for the Department of Public Works for OSHA compliance.
- ❖ Ensure our performance management processes are designed and executed to maximize staff performance and align with Town goals.
- ❖ Continue assessment of on-boarding experience for new employees. Make recommendations for program enhancement including automating new hire and benefit enrollment paperwork and providing a more global orientation to the organization, its culture, policies and procedures.

DEPARTMENT OF HUMAN RESOURCES

BUDGET SUMMARY

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Miscellaneous Revenue	\$40,000	\$40,000	\$	\$40,000	\$40,000	
TOTAL	\$40,000	\$40,000	\$	\$40,000	\$40,000	
<u>Expenditures:</u>						
Wages & Salaries	\$353,070	\$368,148	\$ 163,752	\$415,947	\$347,498	-5.6%
Operating Expense	114,259	114,750	33,695	105,750	108,250	-5.7%
Social Security	<u>25,705</u>	<u>26,371</u>	<u>11,624</u>	<u>26,371</u>	<u>27,188</u>	3.1%
TOTAL	\$493,034	\$509,269	\$209,071	\$548,068	\$482,936	-5.2%

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
General Fund	3.2	3.2	3.2	3.2	3.2
Risk Management Fund	4.7	4.7	3.7	3.7	3.7
Pension Fund	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>
TOTAL	9.5	9.5	8.5	8.5	8.5

BUDGET AND PROGRAM HIGHLIGHTS

The budget of the Department of Human Resources reflects a decrease of \$26,333, or -5.2%, from the prior year. Wages and salaries decrease \$20,650 and reflects anticipated merit increases, offset by the refill of a vacant position lower in the range than the incumbent, as well as the elimination of an unfilled part-time position. Operating expense remains flat. Social security is estimated based upon employee withholdings and the social security base wage rate.

ANNUAL BUDGET 2020-2021

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Transfers In	\$40,000	\$ 40,000	\$	\$ 40,000	\$ 40,000	
TOTAL	\$40,000	\$ 40,000	\$	\$ 40,000	\$ 40,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$351,821	\$353,128	\$163,285	\$400,927	\$346,478	-1.9%
Temporary Payroll		14,000		14,000		-100.0%
Education Premium Pay	1,249	1,020	468	1,020	1,020	
Office Expense	7,611	9,750	2,756	9,750	9,750	
Dues and Travel	2,824	1,500	498	1,500	1,500	
Training	2,001	15,000	298	15,000	15,000	
Advertising	21,393	10,000	8,057	10,000	10,000	
Professional Services	58,753	41,500	8,387	41,500	41,500	
Contractual Services	2,835	9,000	3,417	9,000	9,000	
Office/Minor Equipment	4,500	4,000				-100.0%
Meals	3,074	5,000	2,277	5,000	5,000	
Education Tuition						
Reimbursement	3,000	10,000	1,500	5,000	7,500	-25.0%
Information Technology	7,608	8,250	6,185	8,250	8,250	
Telecommunications	660	750	320	750	750	
Social Security	<u>25,705</u>	<u>26,371</u>	<u>11,623</u>	<u>26,371</u>	<u>27,188</u>	3.1%
Total Department	\$493,034	\$509,269	\$209,071	\$548,068	\$482,936	-5.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Executive Director of Human Resources*	0.4	0.4	0.4	0.4	0.4
Assistant Director of Human Resources	0.8	0.8	0.8	0.8	0.8
Human Resources Specialist	1.0	1.0	1.0	1.0	1.0
Office Operations Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
TOTAL	3.2	3.2	3.2	3.2	3.2

* Position is shared between the Board of Education (0.5), Town (0.4), and the Pension Operating Fund (0.1).

BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Human Resources is staffed with 3.2 full-time equivalent positions, consistent with the prior year.

Temporary Payroll: The funding for a part-time position to focus on staff training and professional development has been eliminated.

Education Premium Pay: Non-union employees in administrative classifications are eligible for education attainment payments of \$720 for an Associate's Degree and or \$1,020 for a Bachelor's Degree.

Office Expense: This budget funds office supplies, postage and the costs associated with printing and binding labor contracts, employment forms and materials. It also funds subscriptions to the Connecticut Conference of Municipalities Municipal Labor Relations Data Service, Lexis Nexus Updates on Labor Agreements, CT Employee Law Updates and the CT Human Relations Report Newsletter.

Dues & Travel: This budget will be utilized for memberships in the Society for Human Resource Management (SHRM) and Connecticut Personnel Labor Relations Association (PELRA). In addition, funds for attendance at various professional workshops, seminars and training sessions have been included in the budget.

Training: The appropriation maintains the existing allocation of funds for town-wide staff training to accommodate leadership development, supervisory training, legally mandated training and CPR courses.

Advertising: This appropriation funds advertising for recruitments.

Professional Services: This appropriation is for legal counsel on complex employment or labor issues and other professional consultants as required.

Contractual Services: This appropriation licenses the Town to issue Wonderlic testing and assessment products, in both on-line and paper testing processes.

Office Equipment: This has been eliminated in the current year budget.

Meals: This appropriation pays for the meals associated with panel members brought in to assist in promotional and open competitive recruitment processes and is increased to reflect recruitment activity.

Education Tuition Reimbursement: This appropriation funds the tuition reimbursement policy for Town employees pursuing advanced educational degrees.

Information Technology: This request finances the software maintenance contract for Applitrack, the on-line application system, and the Human Resource Information System (ABRA) for software support and new releases of the software.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits and is reduced consistent with experience.

Social Security: Required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	Fiscal Year				
	Actual <u>2015</u>	Actual <u>2016</u>	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>
<u>Applications Processed</u>					
Police Officer	54	152	149	121	129
Open Competitive	805	1,019	538	481	791
Promotional	<u>53</u>	<u>137</u>	<u>46</u>	<u>86</u>	<u>36</u>
Total Applications Processed	912	1,308	733	688	956
<u>New Hires</u>					
Public Safety	21	18	15	11	25
Non-Public Safety	<u>10</u>	<u>17</u>	<u>15</u>	<u>14</u>	<u>25</u>
Total New Hires	31	35	30	25	50
<u>Terminations</u>					
Public Safety	10	13	14	23	24
Non-Public Safety	<u>13</u>	<u>19</u>	<u>10</u>	<u>17</u>	<u>19</u>
Total Terminations	23	32	24	40	43
<u>Reason for Separation (All Personnel)</u>					
Retirement	16	19	10	27	30
Resignation	7	11	13	10	11
Dismissal	0	2	1	1	2
Layoff	0	0	0	0	0
Death	0	0	0	2	0

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

RISK MANAGEMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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TOWN PROGRAM

Employee Benefit Contributions	\$ 1,302,288	\$ 943,975	\$ 943,975	\$ 1,063,975
Interest on Investment	459,106	132,000	132,000	132,000
Amortization				(195,000)
Subrogation/Recoveries	275,581	25,000	25,000	25,000
Transfer In	<u>20,363,857</u>	<u>23,521,406</u>	<u>23,521,406</u>	<u>25,098,431</u>
Total Revenues & Other Resources	\$22,400,832	\$24,622,381	\$24,622,381	\$26,124,406

EXPENSES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Administration-Human Resources	\$ 188,308	\$ 226,764	\$ 225,614	\$ 255,639
Town Program Expense	<u>24,257,881</u>	<u>24,395,617</u>	<u>24,817,811</u>	<u>25,868,767</u>
Total Expenses & Other Uses	\$ 24,446,189	\$24,622,381	\$25,043,425	\$26,124,406

ANNUAL BUDGET 2020-2021

RISK MANAGEMENT FUND

MISSION

It is the mission and purpose of the Risk Management Fund to finance both current and future obligations of employee benefit programs, as well as casualty and property risks for the Town and Board of Education. The Risk Management Fund operates as an internal service fund, and is an unbudgeted fund independent from the General Fund. Information on the Risk Management Fund is included to provide support for expenditures in budgeted funds. There are six programs: workers' compensation, Town health benefits, heart and hypertension, self-insured, insured and Board of Education health benefits (which is included in the BOE budget).

**BUDGET SUMMARY
DEPARTMENT OF HUMAN RESOURCES**

	Actual	Adopted	Estimated	Adopted	Percent
	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Wages & Salaries	\$ 302,005	\$ 348,778	\$ 348,778	\$ 363,364	4.2%
Operating Expense	24,067,473	24,199,161	24,620,205	25,683,728	6.1%
Fringe Benefits	<u>76,711</u>	<u>74,442</u>	<u>74,442</u>	<u>77,314</u>	3.9%
TOTAL	\$24,446,189	\$24,622,381	\$25,043,425	\$26,124,406	6.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			Revised	Adopted
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Exec. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Asst. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Safety Analyst	1	1			
Senior Staff Assistant	1	1			
Risk Management Coordinator			1	1	1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4.7	4.7	3.7	3.7	3.7

SUMMARY OF EXPENSES BY PROGRAM

<u>Program</u>	Actual	Adopted	Estimated	Adopted	Percent
	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Risk Management					
Administration	\$ 188,308	\$ 226,764	\$ 225,614	\$ 255,639	12.7%
Workers' Compensation	3,133,192	2,773,264	2,787,386	2,850,000	2.8%
Health Program	18,136,809	19,124,230	19,560,114	20,280,267	6.0%
Heart and Hypertension	387,342	145,000	146,214	196,500	35.5%
Self-Insured Program	1,310,467	993,125	987,125	1,029,000	3.6%
Insured Program	<u>1,290,071</u>	<u>1,359,998</u>	<u>1,336,972</u>	<u>1,513,000</u>	11.3%
TOTAL	\$24,446,189	\$24,622,381	\$25,043,425	\$26,124,406	6.1%

Fund: Risk Management
Department: Human Resources

Risk Management Administration

The Risk Management Administration budget includes the salary of the Risk Manager and a Risk Management Coordinator. The Safety Analyst position previously funded by this division has been eliminated in fiscal year 2020. All workers' compensation, heart and hypertension, liability, and property claims are administered by this staff. The Risk Manager also reviews all bid specifications, requests for proposals, Town and Board contracts for compliance with insurance and indemnification requirements and purchases all insurance coverage. Risk Management Administration expenses are allocated to each program in order to determine the inter-fund transfer required.

SUMMARY OF EXPENSES RISK MANAGEMENT ADMINISTRATION					
<u>Expenses</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$156,788	\$173,598	\$173,598	\$192,998	11.2%
Temporary Payroll		24,315	24,315	24,315	
Office Expense	3,457	2,950	1,875	2,800	-5.1%
Dues and Travel	1,872	2,800	2,800	4,000	42.9%
Training				5,000	100.0%
Telecommunications	140	250	175	250	
Social Security	11,012	12,812	12,812	16,237	26.7%
Transfers Out	<u>15,039</u>	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	
TOTAL	\$188,308	\$226,764	\$225,614	\$255,639	12.7%

Fund: Risk Management
Department: Human Resources

Workers' Compensation Program

The workers' compensation program requires a contribution from other funds of \$2,897,256 in fiscal year 2021, an increase of \$89,286 from the current year. This is a result of an increase in projected claims and excess insurance as well as the need to amortize a program deficit.

WORKERS' COMPENSATION PROGRAM					
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues</u>					
Interest on Investments	\$130,206	\$ 50,000	\$ 50,000	\$ 50,000	
Subrogation	<u>275,581</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	
Total Revenues	\$405,787	\$ 75,000	\$ 75,000	\$ 75,000	
<u>Expenses</u>					
Professional Services	\$ 9,901	\$ 30,000	\$ 37,922	\$ 10,000	-66.7%
Claims Administration	124,217	124,500	124,500	126,000	1.2%
Insurance Services	10,719	17,000	17,000	19,000	11.8%
Excess Insurance	251,227	258,764	264,964	275,000	6.3%
WC Assessments-State	112,447	118,000	118,000	120,000	1.7%
Workers' Compensation Claims	<u>2,624,681</u>	<u>2,225,000</u>	<u>2,225,000</u>	<u>2,300,000</u>	3.4%
Total Expenses	\$3,133,192	\$2,773,264	\$2,787,386	\$2,850,000	2.8%
<u>Other</u>					
Allocation of Administration					
Expense	\$75,323	\$109,706	\$90,246	\$102,256	-6.8%
Program Amortization				20,000	100.0%
Operating Income/(Loss)	<u>105,963</u>	<u> </u>	<u> </u>	<u> </u>	
NET CONTRIBUTION					
(FUND PREMIUM)	\$2,908,691	\$2,807,970	\$2,807,970	\$2,897,256	3.2%

Fund: Risk Management
Department: Human Resources

Health Benefits Program

Health Claims Cost

The net contribution to this program from other funds totals \$19,281,292, an increase of \$1,126,037 or 6.2%. This increase results from several factors. The contribution to the retiree health care reserve for fiscal year 2021 is \$9,672,000, an increase of \$400,000 from the current fiscal year. The appropriation for claims expense increases \$706,340 or 8.9% based upon experience. Amortization of an accumulated deficit totals \$90,000 for fiscal year 2021.

HEALTH BENEFITS PROGRAM					
	<u>Actual</u>	<u>Adopted</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
<u>Revenues</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Interest on Investments	\$128,539	\$ 25,000	\$ 25,000	\$ 25,000	
Employee Contributions	<u>1,302,288</u>	<u>943,975</u>	<u>943,975</u>	<u>1,063,975</u>	12.7%
Total Revenues	\$1,430,827	\$968,975	\$968,975	\$1,088,975	12.4%
<u>Expenses</u>					
Regular Payroll	\$151,576	\$150,145	\$150,145	\$145,331	-3.2%
Education Premium	949	720	720	720	
Office Expense	2,379	2,800	2,800	2,800	
Dues and Travel	307	500	500	500	
Active Employee Claims	7,462,998	7,972,131	8,400,783	8,678,471	8.9%
Normal Retirement Cost	8,872,000	9,272,000	9,272,000	9,672,000	4.3%
Life/Long-term Disability	261,172	267,482	265,925	279,220	4.4%
Program Expense	1,133,400	1,192,000	1,192,000	1,212,000	1.7%
Stop Loss Insurance	201,408	214,861	223,650	238,187	10.9%
Social Security	10,620	11,591	11,591	11,038	-4.8%
Transfer Out	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
Total Expenses	\$18,136,809	\$19,124,230	\$19,560,114	\$20,280,267	6.0%
<u>Other</u>					
Program Amortization				90,000	100.0%
Operating Income/(Loss)	<u>(1,382,494)</u>	<u> </u>	<u>(435,884)</u>	<u> </u>	
NET CONTRIBUTION					
(FUND PREMIUM)	\$15,323,488	\$18,155,255	\$18,155,255	\$19,281,292	6.2%

Fund: Risk Management
Department: Human Resources

Risk Management Health Reserve

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2017, is \$169,415,000. These benefits are paid from a retiree health care reserve fund established in 1984. The annual General Fund budget makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 to restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The General Fund contribution to the retiree health care reserve fund increases \$400,000 in fiscal year 2021 resulting in a Town contribution of \$9,672,000.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. An OPEB (Other Post-Employment Benefits) trust fund was established for these employees and the actuarially determined employer contribution (ADEC) to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has also begun phasing in contributions to reach the ADEC for employees hired prior to 2003 over a multi-year period.

Fund: Risk Management
Department: Human Resources

Heart and Hypertension Program

The heart and hypertension program is a self-insured program which provides benefits to public safety employees who incur heart disease or hypertension. The benefits provided include payment of medical bills, a percentage of the employee's average weekly wages and permanent partial incapacity awards for loss of function and death benefits, as determined by the Workers' Compensation Commission. A transfer of \$262,064 from other funds is required to support this program in fiscal year 2021, an increase of \$114,638. This increase results from a projected increase in claims expense and the amortization of accumulated deficit.

HEART AND HYPERTENSION PROGRAM					
	<u>Actual</u>	<u>Adopted</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
<u>Revenues</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Interest on Investments	<u>\$42,815</u>	<u>\$25,000</u>	<u>\$25,000</u>	<u>\$25,000</u>	
Total Revenues	\$42,815	\$25,000	\$25,000	\$25,000	
<u>Expenses</u>					
Medical Exams	\$7,305	\$5,000	\$5,000	\$8,000	60.0%
Insurance Services	3,400	5,500	6,714	7,500	36.4%
Claims Administration	1,000	1,000	1,000	1,000	
Claims Expense	<u>375,637</u>	<u>133,500</u>	<u>133,500</u>	<u>180,000</u>	34.8%
Total Expenses	\$387,342	\$145,000	\$146,214	\$196,500	35.5%
<u>Other</u>					
Allocation of Administration					
Expense	\$18,831	\$27,426	\$22,561	\$25,564	-6.8%
Program Amortization				65,000	100.0%
Operating Income/(Loss)	<u>(299,409)</u>		<u>3,651</u>		
NET CONTRIBUTION					
(FUND PREMIUM)	\$63,949	\$147,426	\$147,426	\$262,064	77.8%

Fund: Risk Management
Department: Human Resources

Self-Insured Program

The Town utilizes a Self-Insured Retention (SIR) program for general liability, automobile liability and law enforcement liability with a retention level of \$250,000. The Town purchases excess insurance to cover core catastrophic losses. Claims for the SIR program are administered by an outside claims administration firm and actuarial services are procured. The self-insured program's required interfund transfer for fiscal year 2021 is \$1,164,256, an increase of \$140,925 from the prior year. This increase of 13.8% results from the amortization of an accrued deficit due to the program's balance. In order to protect the Town from an unknown liability, the stated goal of the Self-Insurance program is to maintain reserved retained earnings of approximately \$1,500,000.

SELF-INSURED PROGRAM					
	Actual	Adopted	Estimated	Adopted	Percent
<u>Revenues</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Interest on Investments	\$157,547	\$ 32,000	\$ 32,000	\$ 32,000	
Total Revenues	\$157,547	\$ 32,000	\$ 32,000	\$ 32,000	
<u>Expenses</u>					
Professional Services	\$ 8,501	\$ 47,500	\$ 41,500	\$ 47,500	
Claims Administration Expense	151,998	159,125	159,125	160,500	0.9%
Claims Expense	1,149,968	786,500	786,500	821,000	4.4%
Total Expenses	\$1,310,467	\$993,125	\$987,125	\$1,029,000	3.6%
<u>Other</u>					
Allocation of Administration Expense	\$75,323	\$62,206	\$90,246	\$102,256	64.4%
Program Amortization				65,000	100.0%
Operating Income/(Loss)	(373,452)		(22,040)		
NET CONTRIBUTION (FUND PREMIUM)	\$854,791	\$1,023,331	\$1,023,331	\$1,164,256	13.8%

Fund: Risk Management
Department: Human Resources

Insured Program

The insured program includes premiums paid for insurance coverages that are in excess of the self-insured retention. The insured program also includes premiums paid for coverage that the Town and Board of Education elect not to self-insure. These include special events, sports accidents, surety bonds, and property. An interfund transfer of \$1,493,564 will be required in fiscal year 2021 to meet the costs of the insured program, an increase of \$106,140 or 7.7%. This variance is due to the estimated cost of property insurance offset by the amortization of accumulated surplus for this program of \$45,000 in 2021.

INSURED PROGRAM					
<u>Expenses</u>	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Purchased Insurance	\$1,290,071	\$1,359,998	\$1,336,972	\$1,513,000	11.3%
Total Expenses	\$1,290,071	\$1,359,998	\$1,336,972	\$1,513,000	11.3%
<u>Other</u>					
Allocation of Administration Expense	\$17,755	\$27,426	\$22,561	\$25,564	-6.8%
Program Amortization				(45,000)	-100.0%
Operating Income/(Loss)	(94,888)		27,891		
NET CONTRIBUTION					
(FUND PREMIUM)	\$1,212,938	\$1,387,424	\$1,387,424	\$1,493,564	7.7%

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

PENSION OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Employee Contributions	\$ 3,292,108	\$ 3,150,000	\$ 3,150,000	\$ 3,270,000
Interest Income	86,334			
Pension Buyback				
Trust Fund Contribution	6,900,000	6,461,453	7,501,950	8,270,307
Transfer In	<u>23,880,000</u>	<u>25,231,000</u>	<u>25,231,000</u>	<u>25,439,481</u>
Total Revenues & Other Resources	\$34,158,442	\$34,842,453	\$35,882,950	\$36,979,788

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Human Resources –				
Administration	\$ 648,808	\$ 617,453	\$ 607,950	\$ 604,788
Regular Payments	31,909,893	33,000,000	34,000,000	35,000,000
Survivor Payments	1,139,670	1,200,000	1,250,000	1,350,000
Pension Refunds	<u>76,305</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total Expenditures & Other Uses	\$33,774,676	\$34,842,453	\$35,882,950	\$36,979,788

DEPARTMENT OF HUMAN RESOURCES

PENSION OPERATING FUND

MISSION

It is the mission of the Pension Fund to provide for the pension payments earned by employees according to the individual provisions of their union contract and other Employee/Town agreements. The Pension Fund operates as a trust fund, and is an unbudgeted fund independent from the General Fund. Information on the Pension Fund is included to provide support for expenditures in budgeted funds. The Fund is actuarially evaluated on an annual basis to ensure that it has adequate assets to meet the current and future needs of the Pension Plan.

BUDGET SUMMARY
DEPARTMENT OF HUMAN RESOURCES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$ 135,074	\$ 144,382	\$ 61,413	\$ 134,879	\$ 135,878	-5.9%
Operating Expense	384,048	336,200	85,002	336,200	336,200	
Fringe Benefits	33,255,554	34,361,871	17,928,630	35,411,871	36,507,710	6.2%
TOTAL	\$33,774,676	\$34,842,453	\$18,075,045	\$35,882,950	\$36,979,788	6.1%

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Assistant Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1.6	1.6	1.6	1.6	1.6

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2021 Pension Fund budget increases \$2,137,335, or 6.1%, over the prior year. Of this increase, \$2,150,000 results from anticipated benefit payments to retired employees under the terms of the Town's Pension Plan. Operating expenses remain flat. The budget reflects estimated merit and cost-of-living adjustments for full-time employees.

ANNUAL BUDGET 2020-2021

Fund: Pension Operating Fund
Department: Human Resources

SUMMARY OF REVENUES

<u>Revenues:</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Employee Contributions	\$3,292,108	\$3,150,000	\$ 1,555,143	\$3,150,000	\$3,270,000	3.8%
Interest Income	86,334		106,026			
Pension Buyback						
Trust Fund Contribution	6,900,000	6,461,453		7,501,950	8,270,307	28.0%
Transfer In	<u>23,880,000</u>	<u>25,231,000</u>	<u>25,231,000</u>	<u>25,231,000</u>	<u>25,439,481</u>	0.8%
Total Department	\$34,158,442	\$34,842,453	\$26,892,169	\$35,882,950	\$36,979,788	6.1%

SUMMARY OF EXPENDITURES

<u>Expenditures:</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$ 133,479	\$ 143,362	\$ 60,945	\$ 133,859	\$ 134,858	-5.9%
Temporary Payroll	346				0	
Education Premium Pay	1,249	1,020	468	1,020	1,020	
Office Expense	2,182	3,750	972	3,750	3,750	
Dues and Travel	284	850	289	850	850	
Professional Services	375,237	325,500	81,928	325,500	325,500	
Office/Minor Equipment	4,500	4,000		4,000	4,000	
Meals		50		50	50	
Information Technology	1,785	1,900	1,785	1,900	1,900	
Telecommunications	60	150	30	150	150	
Social Security	9,846	10,488	4,599	10,488	10,007	-4.6%
Pension Payments	33,125,868	34,225,000	17,848,711	35,275,000	36,375,000	6.3%
Pension Expense	55,521	61,286	61,286	61,286	55,086	-10.1%
Risk Management Expense	27,288	28,066	14,033	28,066	30,586	9.0%
Transfer Out	<u>37,031</u>	<u>37,031</u>		<u>37,031</u>	<u>37,031</u>	
	\$33,774,676	\$34,842,453	\$18,075,045	\$35,882,950	\$36,979,788	6.1%

Fund: Pension Operating Fund**Department: Human Resources**Pension Trust Fund

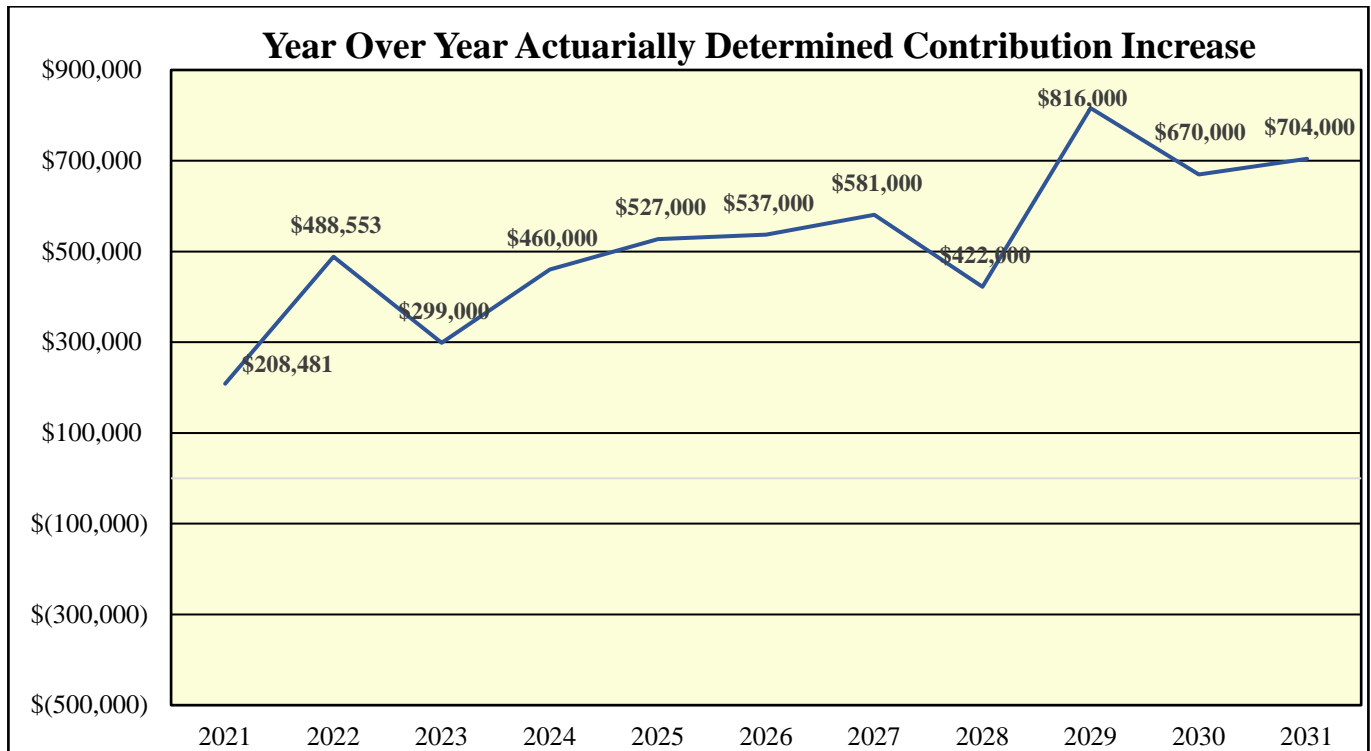
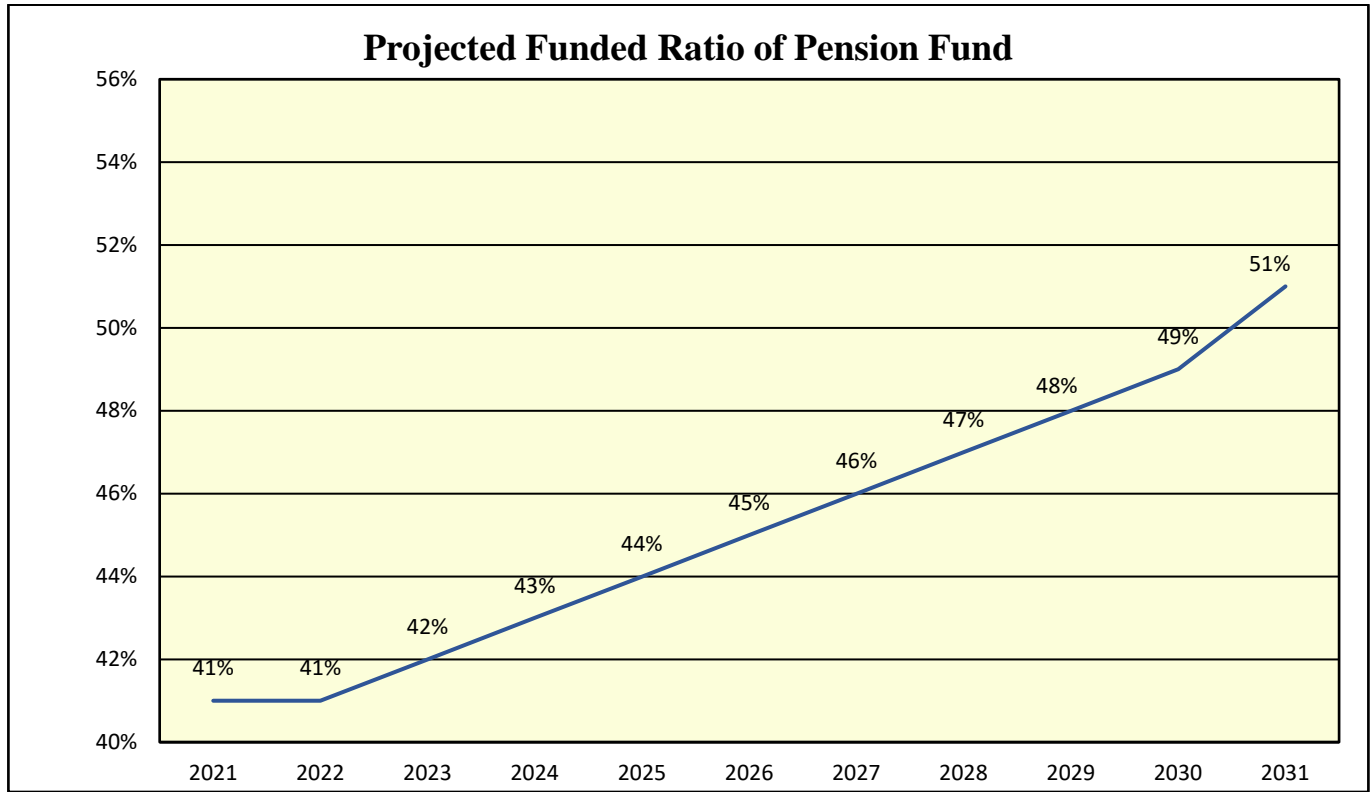
The ultimate cost, or liability, of a pension plan is directly correlated with the level of benefits promised by the plan. The benefits and expenses paid by the plan are offset by employee contributions and investment earnings to determine the net cost to the Town. The actuarial valuation measures this cost and distributes it over the working lifetime of current plan participants. The process utilized to determine the projected cost involves allocating costs to past and future years, as well as the current year. The valuation determines the Actuarially Determined Employer Contribution (ADEC), which is the amount the Town must contribute to the plan in a particular fiscal year.

The ADEC for fiscal year 2021 is \$25,439,481, a year over year increase of \$208,481. As indicated in the July 1, 2019 valuation, the unfunded accrued liability increased by \$44.16 million from July 1, 2018 to July 1, 2019. The Plan's market value increased \$4.95 million from July 1, 2018 to July 1, 2019, while the actuarial value of assets increased by \$8.55 million. The actuarial value is a smoothed asset value that recognizes gains and losses in value over a five year period, reducing the impact of volatile fluctuations in the market in a given year. The discount rate for the July 1, 2019 valuation was reduced from 7.125% to 6.99% and a new blended mortality table based on public sector employees was utilized as well. Primarily as a result of these changes, the funded status of the plan decreased from 42.7% to 40.9%.

The actuaries also updated a 10 year projection of the plan, based on the most recent data, aimed at gradually increasing the plan's funded ratio while mitigating year to year ADEC increases and reducing annual normal cost. Normal cost is the payment made to the Pension Fund by the Town to fund benefits earned by current employees each year. Reducing future normal cost is significant in stabilizing and reducing future Plan liabilities.

The following charts indicate projected funded ratios as well as projected incremental increases in ADEC levels.

Fund: Pension Operating Fund
Department: Human Resources



DEPARTMENT: HUMAN RESOURCES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
Executive Director of Human Resources*	0.4	0.4	0.4	0.4	0.4
Assistant Director of Human Resources	0.8	0.8	0.8	0.8	0.8
Human Resource Specialist	1	1	1	1	1
Office Operations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL GENERAL FUND	3.2	3.2	3.2	3.2	3.2
<u>PENSION FUND</u>					
Assistant Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL PENSION FUND	1.6	1.6	1.6	1.6	1.6
<u>RISK MANAGEMENT FUND</u>					
Executive Director of Human Resources*	0.1	0.1	0.1	0.1	0.1
Assistant Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Safety Analyst	1	1			
Senior Staff Assistant	1	1			
Risk Management Coordinator			1	1	1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL RISK MANAGEMENT FUND	4.7	4.7	3.7	3.7	3.7
TOTAL HUMAN RESOURCES	9.5	9.5	8.5	8.5	8.5

* Position is shared between the Board of Education (0.5), Town (0.4), and the Pension Operating Fund (0.1).

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FIRE DEPARTMENT

MISSION

The mission of the West Hartford Fire Department is to provide superior emergency service to the citizens of West Hartford. This mission will be accomplished by utilizing the latest industry technology, state of the art training, sound fiscal policy and effective resource management.

The Fire Department's primary goals are to:

- Improve the quality of life for the citizens of West Hartford through education in methods of preventing fires and the development of fire safety attitudes.
- Provide the most efficient and cost effective delivery of emergency service.
- Improve the quality of life through fair and consistent code enforcement.
- Investigate all major fires and those of incendiary origin for education and prosecution purposes.
- Ensure that our personnel are highly trained in the areas of technical, human and conceptual skills.
- Serve as our Town's first line of defense against natural and man-made disasters.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Responded to 10,035 calls for service, the highest volume to date.
- ✓ Accepted delivery and placed into service a new fire engine, a 2019 Spartan Metrostar, allowing the removal of a 1989 engine from service and placing a 2014 KME engine in good condition into a reserve status.
- ✓ Signed and ratified a new collective bargaining agreement with the firefighter's union pointing to improved labor/management cooperation. Major components of the agreement improved the Town's ability to deploy personnel more efficiently and provided fire personnel with a more common work schedule for fire departments.
- ✓ Implemented a new reporting software (ESO Solutions) which centralized all Fire and EMS incident reporting as well as Fire Marshal inspections and pre-plans into a single platform, laying a foundation that will improve our ability to understand and report on the performance of the fire department.
- ✓ As part of a larger initiative to assess and provide adequate infrastructure to the Fire Department's major programs, successfully filled & on-boarded two (2) new and critically-needed positions which will support our Emergency Medical Services Program and our Emergency Management Program
- ✓ Made tremendous strides in the Training Division by improving policies, record keeping, and meeting all OSHA-required training needs, as well as training all fire personnel in Rescue Task Force (RTF) a multi-disciplinary response to Active Shooter/Hostile Event incidents.
- ✓ Hired and trained nine (9) new Firefighter/Paramedics to fill vacant positions in collaboration with the Connecticut Fire Academy.
- ✓ Filled two (2) vacant senior administrative positions (Assistant Fire Chief of Operations, Office Operations Specialist)
- ✓ Re-configured the Fire Prevention Lieutenant position into a Deputy Fire Marshal position and subsequently filled the position.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Increase the number of statutorily required inspections, especially for residential occupancies.
- ❖ Assessing and improving the EMS system within Town to include the gathering of more data, increasing the amount of Town and Fire Department input over the design and function of the EMS system. This process will involve the implementation of more efficient providing paramedic service by re-deploying fire department personnel and resources.
- ❖ Through close analysis of recommendations made by a recent fire service study, evaluating the physical resources needed by the Fire Department such as stations and apparatus.
- ❖ Through improved community outreach and stakeholders, gain support to embark on the process of fire department accreditation. Through data, serious introspection, risk assessment, and active planning, the process of accreditation “walks” the department, the community, and the Town leadership through the services provided by the department and results in long term stability, “goal oriented, results based” deployment and operations of the Fire Department.
- ❖ Finalize the development of a new Department Operations Manual and structure for sending out departmental guidance.
- ❖ Develop a more granular overtime budget to demonstrate how Fire Department overtime is incurred
- ❖ Implement the Telestaff scheduling program to improve the efficiency, transparency and administrative needs relative to fire department staffing.

FIRE DEPARTMENT

BUDGET SUMMARY

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Intergovernmental	\$31,662	\$	\$	\$	\$	
Licenses & Permits	464,868	390,000	239,468	390,000	415,000	6.4%
Charges for Services	705,558	700,000	449,296	700,000	750,000	7.1%
Miscellaneous Revenue	314		300			
TOTAL	\$1,202,402	\$1,090,000	\$689,064	\$1,090,000	\$1,165,000	6.9%
<u>Expenditures:</u>						
Wages & Salaries	\$11,627,280	\$10,370,878	\$5,640,623	\$11,510,215	\$11,028,586	6.3%
Operating Expense	1,162,703	1,272,315	706,096	1,374,987	1,437,728	13.0%
Social Security	182,763	163,152	89,601	179,393	187,763	15.1%
TOTAL	\$12,972,746	\$11,806,345	\$6,436,320	\$13,064,595	\$12,654,077	7.2%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
General Fund	93	92	93	93	93
TOTAL	93	92	93	93	93

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Fire Department's budget increases \$847,732 or 7.2% in fiscal year 2021. Wages and salaries increase \$657,708. It is important to note that this comparison is against the fiscal year 2020 Adopted Budget. At the time of the fiscal year 2020 budget adoption, the firefighters bargaining union contract was not ratified; therefore two years of retroactive wage increases were budgeted in the Contingency account. In fiscal year 2020, funds will be transferred to payroll accounts to offset two years of compounded wage and social security increases paid. Overall, fiscal year 2021 wage and salary increases are consistent with contractual requirements. Firefighting Overtime is increased (\$182,035) to reflect current spend rates associated with additional training requirements and the possibility of future retirements both of which will require filling of shifts on overtime. The Fire Prevention Division overtime increases significantly (\$43,400) due to the re-working of the company officer inspection program related to fire inspections. The overtime will be used by 5 company officers to maintain their Inspector certification and to assist with inspections as necessary. Temporary payroll is increased (\$16,000) to fully fund the part-time emergency management specialist (Deputy Emergency Manager) position, approved in last year's budget. The Town has not yet received notification of Emergency Management Preparedness Grant funding; however, if received, the Town would apply for 50% reimbursement. Operating expense reflects an increase of

ANNUAL BUDGET 2020-2021

\$165,413. The increase is related to hydrants (\$13,777), EMS training (\$23,875), EMS billing services & equipment maintenance (\$19,357), EMS supplies (\$29,070), vehicle maintenance (\$10,129), utilities (\$7,987), annual maintenance for Telestaff software (\$13,250), annual firefighter physicals (\$6,650) and miscellaneous software and minor equipment increases.

MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Contributions	\$ 314	\$	\$ 300	\$	\$	
TOTAL	\$ 314	\$	\$ 300	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$311,092	\$299,957	\$169,376	\$317,643	\$348,102	16.1%
Temporary Payroll	29,176		5,287	6,500		
Overtime	812		289	500	2,500	100.0%
Education Premium Pay	795	1,020	330	1,020	720	-29.4%
Office Expense	13,233	9,500	7,905	11,790	13,111	38.0%
Dues and Travel	1,225	5,050	1,753	5,050	6,535	29.4%
Professional Services	34,000	59,500	17,087	59,500	66,150	11.2%
Uniforms & Laundry	4,056	1,000		1,000	2,250	125.0%
Information Technology	12,112	19,487	7,251	19,487	32,728	67.9%
Telecommunications	26,802	22,500	7,372	22,500	27,083	20.4%
Social Security	<u>16,005</u>	<u>7,987</u>	<u>10,804</u>	<u>8,331</u>	<u>25,904</u>	224.3%
TOTAL	\$449,308	\$426,001	\$227,454	\$453,321	\$525,083	23.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Fire Chief	0.8	0.8	0.8	0.8	1
Assistant Fire Chief	1	1	1	1	1
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2.8	2.8	2.8	2.8	3

MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds the Fire Chief, an Assistant Fire Chief and an Executive Assistant. Formerly, 20% of the Fire Chief's salary was allocated in the Emergency Management Division.

Overtime: Funding for overtime for the department's Executive Assistant, as needed. This is increased due to the anticipation of a new payroll system and ensuring that administrative functions are performed in a timely manner, especially those associated with payroll and financial information in a significant department with only one administrative staff position.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation funds all office supplies, printing costs and postage for the Management division. The funding increase reflects a three year retrospective analysis of the costs needed to effectively manage the administrative needs of the department.

Dues and Travel: This budget covers professional memberships in order to maintain access to professional knowledge and certifications. Also included is the cost of required certification and professional training. The current year increase reflects the actual costs of the existing Chief's professional credentials and national organization memberships.

Professional Services: This budget is for required entry and annual physicals (OSHA required physicals, hazardous material team physicals, annual respiratory exams and DOT required exams). This line also finances new employee hiring costs such as background investigations and psychological exams.

Uniforms & Laundry: This appropriation covers uniform repair and maintenance costs for the Fire Chiefs.

Information Technology: This budget is for the software maintenance costs for Nexgen and Priority Dispatch software. The increase in this year's budget is due to modest contractual increases expected in the software and to allow additional vendor support to improve the programming and efficiency of the systems. Additionally, this line finances a new annual maintenance contract for a staffing program (Telestaff) which will increase the efficiency of daily hiring practices and provides for more analysis and tracking of personnel activity.

Telecommunications: This appropriation funds costs associated with the desktop telephone services for maintenance and circuits and cell phone costs.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

EMERGENCY MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$31,662	\$	\$	\$	\$	
TOTAL	\$31,662	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$46,563	\$28,110	\$ 15,077	\$30,425	\$	-100.0%
Temporary Payroll		14,000	1,770	14,000	30,000	114.3%
Office Expense	1,604	1,500	1,858	2,200	2,200	46.7%
Office Equipment	179	500		500	2,000	300.0%
Information Technology	19,002	18,000	29,232	29,232	20,000	11.1%
Telecommunications	693	1,200		1,200	3,400	183.3%
Social Security	<u>1,680</u>	<u>1,408</u>	<u>964</u>	<u>1,418</u>	<u>435</u>	-69.1%
TOTAL	\$69,721	\$64,718	\$ 48,901	\$78,975	\$58,035	-10.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Fire Chief	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>	
TOTAL	0.2	0.2	0.2	0.2	

EMERGENCY MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Fire Chief's position (20%) was moved to the Management Division in 2021.

Temporary Payroll: Funding is included for emergency management preparedness planning and funds the part-time emergency management specialist (Deputy Emergency Manager). Additional funds have been provided to fully fund the position as approved in the fiscal year 2020 budget. The Town has not yet received notification of Emergency Management Preparedness Grant funding; however, if received, the Town would apply for 50% reimbursement.

Office Expense: This appropriation covers the office supplies, printing and postage costs for the division. These costs have been consolidated into the Management Division. The increase is for the purchase of additional EOC materials and to provide resources to the Deputy Emergency Manager.

Printing/Binding Services: This appropriation finances the costs associated with printing, binding and the use of the BOE's print shop. These costs include large volume training documents and forms. The increase reflects additional printing of community outreach materials.

Office Equipment: This reflects the recommended purchase of an ID printer for emergency management

Information Technology: The appropriation is for the maintenance of the Everbridge Notification System, used for citizen and employee notifications. The increase is related to funding IT-related equipment (laptop) for the Deputy Emergency Manager.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services for maintenance and circuits, cell phone costs, and call back. The increase is related to current spend rate and the purchase of an additional cellular phone for the Deputy Emergency Manager.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

FIREFIGHTING DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$7,453,814	\$7,322,253	\$3,584,889	\$7,191,170	\$7,579,191	3.5%
Overtime	2,672,480	1,439,577	1,504,533	2,642,517	1,621,612	12.6%
Holiday	427,424	475,701	2,798	444,013	468,051	-1.6%
Education Premium Pay	25,500	26,500	8,479	26,500	18,000	-32.1%
Office Expense	439	2,000	1,946	2,000	2,000	
Minor Equipment	22,092	31,500	10,199	31,500	31,500	
Uniforms & Laundry	104,745	152,820	69,709	152,820	159,820	4.6%
Education Tuition						
Reimbursement	5,730	10,000	6,154	10,000	10,000	
Utilities	142,758	176,979	88,490	176,979	190,756	7.8%
Operating Expense-Misc.	3,738	4,110	490	4,110	4,110	
Maintenance & Repairs	1,684	14,500		14,500	14,500	
Miscellaneous Supplies	14,289	5,200	30	5,200	7,500	44.2%
Social Security	<u>148,454</u>	<u>134,560</u>	<u>70,246</u>	<u>149,411</u>	<u>140,969</u>	4.8%
TOTAL	\$11,023,147	\$9,795,700	\$5,347,963	\$10,850,720	\$10,248,009	4.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Fire Battalion Chief	4	4	4	4	4
Fire Captain	5	5	5	5	5
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>
TOTAL	84	84	84	84	84

FIREFIGHTING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation fully funds Firefighting division positions, as detailed, and includes merit increases, as applicable. In addition, contractual stipends for hazardous material certification are budgeted in this line. Please note that the comparison to the FY 2020 Adopted Budget does not take into consideration the current year transfer from the Contingency to Firefighting payroll as a result of the Firefighter union contract settlement.

Overtime: This appropriation covers overtime costs in the firefighting division. Overtime is incurred for various reasons such as the training or personnel and administrative assignments but is predominately used to cover vacant positions from either retirement or the use of accrued leave. A larger driver of overtime is the minimum daily staffing provision in the collective bargaining contract (21) in comparison to the amount of FTE fire personnel scheduled and assigned to shifts (21). Please note that the comparison to the FY 2020 Adopted Budget does not take into consideration the current year transfer from the Contingency account to the Firefighting payroll as a result of the Firefighter union contract settlement. This year's budget request increase is based upon the desire to more accurately project the possible cost exposure given predictable vacant positions and the forecast for the probability of additional personnel retirements.

Holiday Pay: Reflects the cost of twelve (12) days of holiday pay per employee in lieu of actual days off.

Education Premium Pay: Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; or \$2,000 for 120 college credits or a Bachelor's Degree. The decrease in this line is a result in the increase in junior employees who are not entitled to the educational premium and based on past year's spending.

Office Expense: Reflects level funding for office supplies.

Minor Equipment: Includes funding for hazardous materials equipment, rescue equipment, hose and hand line supply equipment, and miscellaneous firefighting equipment as needed.

Uniforms & Laundry: This appropriation funds the cost of small safety items such as gloves, flash hoods, and safety goggles. Additionally, the bulk of this line funds the initial and replacement costs of personal protective equipment needed for each firefighter (bunker coats, bunker pants and helmets). Further, this line accounts for repair of protective equipment, contractually required safety shoes as well as uniform procurement and repair. Funding is increased commensurate with the anticipation of a continued firefighter recruitment to address vacancies and retirements, as well as to replace expiring protective equipment of current firefighters.

Education Tuition Reimbursement: Represents contractual funding to cover 75% of each employee's approved tuition costs up to a cap of \$1,000 per employee and \$10,000 in total (promulgated in the collective bargaining agreement).

Utilities: This appropriation represents the cost of renting approximately 1,550 hydrants from the Metropolitan District Commission (MDC). This cost is increased \$13,777 in fiscal year 2021 based upon actual cost. The MDC increased its rates in its most recent budget.

Operating Expense-Miscellaneous: This appropriation covers unanticipated costs in firefighting operations.

Maintenance & Repairs: Covers small equipment repair on items such as meters, monitors, and various electrical devices.

Miscellaneous Supplies: This appropriation funds miscellaneous supplies, as necessary. The current year increase is a result of a three year retrospective analysis of spending needed for SCBA supplies.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES AND INDICATORS					
(Calendar Year)					
<u>Fire Call Volume</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>
Number of Fire Related Calls	228	205	179	184	183
Number of Emergency Medical/ Rescue Calls	5,646*	5,820	6,781	6,360	7,101
Number of False Alarms	720	791	895	909	847
Mutual Aid	27	28	26	15	15
Number of Hazardous Material Calls	157	162	150	420	532
Number of Other Calls for Service	<u>1,175</u>	<u>1,096</u>	<u>1,149</u>	<u>1,618</u>	<u>1,357</u>
Total Calls	7,953	8,102	9,180	9,506	10,035

* Effective January 1, 2015 the Fire Department began traveling to all medical calls.

EMERGENCY MEDICAL SERVICES DIVISION

SUMMARY OF REVENUES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Charges for Services	\$705,558	\$700,000	\$449,296	\$750,000	\$750,000	7.1%
TOTAL	\$705,558	\$700,000	\$449,296	\$750,000	\$750,000	7.1%

SUMMARY OF EXPENDITURES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll		\$94,750	\$ 48,437	\$99,294	\$107,715	13.7%
Stipends	\$52,623	\$38,915	45,587	\$108,433	159,630	19.4%
Overtime	9,502	40,900	2,250	40,900	40,900	
Holiday		6,213	4,923	6,213	7,279	17.2%
Office Expense		1,000		1,000	2,000	100.0%
Dues and Travel	3,405	5,940	3,706	5,940	8,680	46.1%
Training		6,500		6,500	30,375	367.3%
Professional Services	148,664	96,130	54,271	96,130	115,667	20.3%
Information Technology	7,771	21,867	11,999	21,867	21,867	
Telecommunications	671	5,000	397	5,000	5,600	12.0%
Maintenance & Repairs	6,896	16,000		18,500	14,000	-12.5%
Miscellaneous Supplies	150,079	121,000	78,259	121,000	150,079	24.0%
Social Security		<u>2,632</u>		<u>3,695</u>	<u>3,983</u>	51.3%
TOTAL	\$379,611	\$456,847	\$249,829	\$534,472	\$667,775	46.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Assistant Fire Chief	1				
Fire Lieutenant - Support Services	—	—	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	<u>1</u>		<u>1</u>	<u>1</u>	<u>1</u>

EMERGENCY MEDICAL SERVICES DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Beginning in fiscal year 2020, this appropriation funds the salary of a Lieutenant of Support Services.

Stipends: This appropriation funds paramedic stipends based upon the anticipated number of paramedics and the appropriate step payment, per the collective bargaining agreement. Due to the manner in which payroll was coded, stipends were charged to three divisions: this division, Firefighting and Training divisions. In order to clarify and properly identify the total cost of stipends, they have been consolidated in this division for current year estimated and fiscal year 2021 Adopted. The following table identifies the charges, per division:

	<u>FY 2019 Actual</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Adopted</u>
Emergency Medical Services	\$ 52,663	\$ 38,915	\$ 108,433	\$ 159,630
Firefighting	\$ 47,229	\$ 44,694	\$ -	\$ -
Training	\$ -	\$ 2,235	\$ -	\$ -
Total Stipends	\$ 99,892	\$ 85,844	\$ 108,433	\$ 159,630

Overtime: Funding for overtime is included to fund annual paramedic recertification.

Holiday Pay: Reflects the cost of twelve (12) days of holiday pay in lieu of actual days off.

Office Expense: This appropriation funds supplies and office equipment for the EMS division and is increased to provide the full time EMS officer with additional resources.

Dues and Travel: This appropriation funds the re-licensure training costs for paramedics.

Training: These funds provide the required annual re-licensure training costs and allow participation in regional collaborative training which includes a simulation center.

Professional Services: This line funds the costs for a contracted billing service based on anticipated revenue, as well as maintenance and service contracts for equipment specific to the paramedic program. In addition, this line funds an existing contract with a consultant who provides quality assurance and review relative to the Town's paramedic services program. The increase in this line predicts an increase in call volume and revenue.

Information Technology: Funds ESO Solutions fire and EMS (patient) reporting software.

Telecommunications: This appropriation funds the mobile internet service cost for tablets (patient care reporting), modems for electrocardiograms and is increased based upon prior year costs.

Maintenance & Repairs: Includes funding for paramedic equipment maintenance and repairs.

Miscellaneous Supplies: Reflects funding for medical supplies and medications, oxygens and gases, and medical waste costs.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PREVENTION DIVISION

SUMMARY OF REVENUES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Fire Occupancy/Use Permits	\$128,597	\$100,000	\$ 38,110	\$100,000	\$100,000	
Fire Plan Review Fees	<u>336,271</u>	<u>290,000</u>	<u>201,358</u>	<u>290,000</u>	<u>315,000</u>	8.6%
TOTAL	\$464,868	\$390,000	\$239,468	\$390,000	\$415,000	6.4%

SUMMARY OF EXPENDITURES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$298,651	\$329,228	\$113,707	\$329,228	\$337,152	2.4%
Temporary Payroll	22,756	23,929	10,940	23,929	22,870	-4.4%
Overtime	2,801	7,600	469	7,600	51,000	571.1%
Education Premium Pay	1,687	2,500	459	2,500		-100.0%
Office Expense	4,675	8,400	1,227	8,400	10,509	25.1%
Dues and Travel		610		610	1,460	139.3%
Office Equipment	1,825	1,000	798	1,000	2,500	150.0%
Uniforms & Laundry	254	800	5,101	800	3,000	275.0%
Information Technology			7,143	7,500		
Miscellaneous Supplies	1,685	13,000	474	13,000	13,000	
Social Security	<u>12,503</u>	<u>13,379</u>	<u>5,484</u>	<u>13,379</u>	<u>12,403</u>	-7.3%
TOTAL	\$346,837	\$400,446	\$145,802	\$407,946	\$453,894	13.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Assistant Fire Chief	1	1	1	1	1
Deputy Fire Marshal				1	1
Fire Lieutenant - Prevention			1		
Fire Inspector	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

PREVENTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Reflects salaries and benefit elections for an Assistant Chief, one Deputy Fire Marshal and one Fire Inspector position.

Temporary Payroll: This appropriation includes funding for hours necessary to administer Fire Occupancy/Use Permits.

Overtime: This appropriation funds overtime needed for fire investigations, fire inspection and fire prevention education activities. The increase in this year's budget allows for properly certified company officers assigned to the firefighting division to work in the Fire Prevention Division to assist with inspections and maintain their required training as enumerated in a Memorandum of Understanding with the collective bargaining unit.

Education Premium Pay: Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; or \$2,000 for 120 college credits or a Bachelor's Degree.

Office Expense: This appropriation covers office supplies, printing/copying and postage costs. In addition, new handbooks, codes, and code subscriptions will be purchased.

Dues and Travel: This appropriation is for dues for fire prevention professional organizations. The increase is related to providing the fire marshal's office with professional development opportunities.

Office Equipment: The appropriation is used to purchase fire investigation supplies and evidence collection equipment. The purchase of prevention equipment such as fire extinguisher refills, tools, and batteries is also included.

Uniforms & Laundry: This appropriation covers fire inspector uniform repair and maintenance costs and is increased to provide for a fully-staffed office.

Miscellaneous Supplies: This line funds the purchase of online NFPA access to codes (required for fire marshal activities) and updated professional material for fire safety education programs.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES AND INDICATORS
(Fiscal Year)

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Total Cases</u>	1,561	1,500	1,443	1,542	1,018
<u>Statutory Inspections</u>					
Annual	122	157	193	133	93
Licensing	154	130	137	157	134
Re-inspections	135	105	126	71	42
Consultations	85	112	75	92	31
Modifications	26	59	18	30	45
Complaints	13	8	13	25	12
Court	<u>4</u>	<u>2</u>	<u>5</u>	<u>13</u>	<u>—</u>
	539	573	567	521	357
<u>New Construction</u>					
Plans Review	367	393	392	431	337
Inspections	200	131	142	142	97
Cert. of Occ.	<u>61</u>	<u>61</u>	<u>72</u>	<u>50</u>	<u>47</u>
	628	585	606	623	481
<u>Miscellaneous</u>	394	342	270	398	180

STATION OPERATIONS & MAINTENANCE DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Utilities	\$112,607	\$96,672	\$ 48,338	\$96,672	\$104,659	8.3%
Telecommunications	8,114	5,000	11,766	5,000	8,110	62.2%
Building/Grounds Maintenance	<u>28,282</u>	<u>49,125</u>	<u>21,433</u>	<u>49,125</u>	<u>51,000</u>	3.8%
TOTAL	\$149,003	\$150,797	\$ 81,537	\$150,797	\$163,769	8.6%

STATION OPERATIONS & MAINTENANCE – BUDGET AND PROGRAM HIGHLIGHTS

Utilities: Electricity – The contribution to the Utilities Services Fund for the cost of electrical service to each of the five fire stations is revised based upon consumption and rates.

Natural Gas – This appropriation covers the cost of natural gas at all stations, and is revised based upon consumption and rates.

Water – Covers the cost of water service to each of the five fire stations.

Telecommunications: Covers the cost of telephone service to fire stations and is increased consistent with experience.

Building/Grounds Maintenance: This appropriation covers the cost of maintenance (door repair, furnace repairs, etc.), and the cost of expendable supplies used in the stations (paper products, cleaners, etc.).

EQUIPMENT OPERATIONS & MAINTENANCE DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$91,495	\$89,732	\$ 44,925	\$89,732	\$95,918	6.9%
Overtime	5,537	14,522	2,527	14,522	12,000	-17.4%
Minor Equipment	5,318	5,000	2,779	5,000	9,000	80.0%
Vehicles & Equipment Expense	233,675	226,000	118,007	226,000	236,129	4.5%
Social Security	<u>1,379</u>	<u>1,512</u>	<u>668</u>	<u>1,512</u>	<u>1,483</u>	-1.9%
TOTAL	\$337,404	\$336,766	\$168,906	\$336,766	\$354,530	5.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

EQUIPMENT OPERATIONS & MAINTENANCE DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Reflects salary for the Fire Mechanic position.

Overtime: This appropriation covers call backs due to alarm support activity and emergency repairs to fire apparatus during non-business hours.

Minor Equipment: An appropriation for tools, jacks and diagnostic equipment for the maintenance division.

Vehicle & Equipment Maintenance: This appropriation covers the costs for fuel (\$76,000) and vehicle maintenance (\$160,129) for all department vehicles.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

TRAINING DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$162,550	\$109,347	\$ 73,488	\$102,184	\$113,143	3.5%
Overtime	10,021	4,124		4,124	5,000	21.2%
Holiday Pay				7,268	7,803	100.0%
Education Premium Pay	2,000	2,000				-100.0%
Office Expense	1,372	1,550	2,446	3,000	2,550	64.5%
Dues and Travel	1,965					
Training	23,633	37,875	77,823	112,875	28,000	-26.1%
Professional Services		5,000		5,000	4,000	-20.0%
Office Equipment	668	1,500	670	1,500	3,300	120.0%
Information Technology	12,762	12,000	13,964	14,000	16,600	38.3%
Vehicle & Equip			102			
Social Security	<u>2,743</u>	<u>1,674</u>	<u>1,435</u>	<u>1,647</u>	<u>2,586</u>	54.5%
TOTAL	\$217,714	\$175,070	\$169,928	\$251,598	\$182,982	4.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Fire Captain – Training	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

TRAINING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Reflects the salary for the Captain of Fire Training.

Overtime: Covers the cost of overtime for required night or weekend training programs and alarm activity.

Education Premium Pay: Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor's Degree.

Office Expense: This appropriation covers office supplies, printing/copying training documents and postage costs.

Training: This appropriation reflects expenditures related to maintaining the skill levels of firefighting personnel including leadership, general firefighting, apparatus operation, emergency medical training, hazardous material training, and extrication skills. Further, the appropriation allocates funding for anticipated training which is required for new recruits.

Professional Services: This line item covers the cost of outside expert instruction in emergency medical services, other technical skill areas and emergency medical technician refreshers.

Office Equipment: Funding for minor training equipment (tools and appliances).

Information Technology: This appropriation funds software costs for online training.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

DEPARTMENT: FIRE

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
Fire Chief	1	1	1	1	1
Assistant Fire Chief	3	2	2	2	2
Executive Assistant	1	1	1	1	1
Fire Battalion Chief	4	4	4	4	4
Fire Captain	5	5	5	5	5
Deputy Fire Marshal				1	1
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter	40	40	40	40	40
Fire Lieutenant - Support Services			1	1	1
Fire Lieutenant - Prevention			1		
Fire Inspector	2	2	1	1	1
Fire Captain - Training	1	1	1	1	1
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FIRE DEPARTMENT	93	92	93	93	93

POLICE DEPARTMENT**MISSION**

The West Hartford Police Department, in active cooperation with our community, will enforce all laws and work to improve the quality of life. We will treat every individual with fairness and respect. We will accomplish this mission by providing professional, high quality police services.

The Police Department's primary goals are:

- To provide prompt and professional response to medical emergencies, vehicular accidents or crimes reported in West Hartford.
- To work in cooperation with residents, business owners, interest groups and other Town agencies to maintain the high standards for which this community is known.
- To further the professionalism of law enforcement as a whole.
- To deliver a high level of service in the most cost efficient manner possible.
- To maintain the perception of safety among residents and visitors to the Town.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Successfully recruited and transitioned a new Assistant Chief.
- ✓ Created a dispatch center manager position and successfully recruited and transitioned a new manager.
- ✓ Awarded over \$88,000 in grant funding for DUI and seatbelt enforcement.
- ✓ Completed additional reorganization of divisions and staffing in the Police Department to better execute the Department's mission to include a Special Aide to the Chief of Police, an Administrative Services Division Captain and a Traffic Division Sergeant.
- ✓ As of February 19th, our Prescription Drug Box has collected 500 lbs. this fiscal year.
- ✓ Embarked on the journey towards State Accreditation Process.
- ✓ Successfully completed Compliance to Law Enforcement Standards and Practices instituted by POST.
- ✓ Increased recruiting of officers. As of February 19th hired 13; 5 white, 2 black and 1 Asian males; 4 white and 1 black females
- ✓ Began strategic planning process for Departmental goals and objectives.
- ✓ Purchased accident scene/crime mapping tool and completed training of Officers with Detectives to follow.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Complete State accreditation process.
- ❖ Increase Department's social media usage and frequency to aid in community outreach and recruitment.
- ❖ Optimize use of technology for crime mapping, predictive trends and patterns, as well as record keeping.
- ❖ Division Heads continue to meet and report on milestones towards achieving SMART goals.
- ❖ Enhance Police Officer safety and wellness in response to increased Police Officer suicides nationwide.
- ❖ Bolster efforts to recruit minority Officers to better reflect Town demographics.

POLICE DEPARTMENT

BUDGET SUMMARY						
<u>Revenues:</u>	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>6 Months</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Intergovernmental						
Revenues	\$298,597	\$141,000	\$ 105,029	\$234,703	\$141,000	
Licenses & Permits	18,091	15,900	6,198	15,900	15,900	
Charges for Services	61,771	65,500	33,587	65,500	65,500	
Fines & Forfeitures	263,840	236,200	266,380	236,200	255,200	8.0%
Miscellaneous Revenue	<u>6,760</u>	<u>125,000</u>	<u> </u>	<u>125,000</u>	<u>125,000</u>	
TOTAL	\$649,059	\$583,600	\$ 411,194	\$677,303	\$602,600	3.3%
<u>Expenditures:</u>						
Wages & Salaries	\$14,687,312	\$15,368,274	\$7,644,354	\$15,477,836	\$15,375,019	
Operating Expense	953,251	970,841	454,276	991,170	1,028,425	5.9%
Social Security	<u>357,532</u>	<u>325,828</u>	<u>156,311</u>	<u>331,848</u>	<u>334,076</u>	2.5%
TOTAL	\$15,998,095	\$16,664,943	\$8,254,941	\$16,800,854	\$16,737,520	0.4%

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
General Fund	152	152	153	153	152
Parking Lot Fund	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>—</u>
TOTAL	154	154	154	154	152

BUDGET & PROGRAM HIGHLIGHTS

The Police Department's fiscal year 2021 budget is increased \$72,577 or 0.4%. Wages and salaries increase \$6,745. The funding for two Police Officers (\$195,828) has been transferred from the General Fund to the Parking Lot Fund. In addition the current budget reflects a hiring lag for vacant positions (\$150,000). This reduction is offset by cost-of-living adjustments for Police employees, merits where applicable. Operating expenditures increase \$57,584 primarily due to increases in uniforms, operating supplies and equipment, recruitment & training, software maintenance agreements and polygraph school training. The social security appropriation reflects budgeted wages.

POLICE MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$18,091	\$15,800	\$ 4,454	\$15,800	\$15,800	
Alarm Fees	21,653	30,000	7,772	30,000	30,000	
Contributions						
TOTAL	\$39,744	\$45,800	\$12,226	\$45,800	\$45,800	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$648,603	\$659,257	\$ 337,747	\$730,110	\$894,309	35.7%
Overtime	32					
Holiday Pay					10,087	
Education Premium Pay	1,020	1,020	468	1,020	4,020	294.0%
Office Expense	11,258	11,200	2,363	11,200	11,200	
Dues and Training	32,121	38,509	3,092	38,509	53,509	39.0%
Boards & Commissions		8,000		8,000	8,000	
Education Tuition						
Reimbursement	18,881	20,000	6,000	20,000	20,000	
Maintenance & Repairs		6,700		6,700	6,700	
Social Security	30,104	23,115	14,228	44,649	44,649	93.2%
TOTAL	\$742,019	\$767,801	\$ 363,898	\$855,829	\$1,052,474	37.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Chief of Police	1	1	1	1	1
Assistant Chief of Police	2	2	2	2	2
Captain					1
Police Officer					1
Information Technology Specialist	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Senior Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	6	6	6	6	8

POLICE MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of this division is to manage the Police Department, which consists of 154 full-time and 4 part-time employees. This division also manages 41 crossing guards working for the Board of Education.

Regular Payroll: This portion of the budget accounts for the salary of the Police Chief, an Administrative Assistant to the Chief, two Assistant Chiefs, Administrative Captain, Special Aide to the Chief, a Senior Staff Assistant to the Assistant Chiefs, and an Information Technology Specialist. One additional Police Officer position and Captain position are moved to this budget from the Traffic and Patrol Divisions. Estimated merit increases are included, where applicable.

Holiday Pay: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year or grant them additional leave time considered as “holiday days.” This expense is due to the reorganization of the Management Division personnel.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate’s Degree or \$1,020 for a Bachelor’s Degree.

Office Expense: This covers office expenses such as paper, toner, envelopes and various office supplies.

Dues and Training: This account provides executive training and dues for management within the department. This account also funds an enhanced recruitment, retention and promotion diversity program, consistent with CT General Statutes Chapter 104, Sec. 7-291a (June Sp. Sess. P.A. 15-4, S. 3.), to develop and implement guidelines for recruitment, retention and promotion of minority police officers with the goal of achieving racial, gender and ethnic diversity within law enforcement. The increase is related to costs associated with polygraph school training.

Boards and Commissions: This budget represents funding to the West Hartford Police Cadets. The Police Cadets provide support services to the Town at events such as Cruise Nights, Park Road Parade, Memorial Day Parade, Celebrate West Hartford and walkathons. The funds are spent on uniforms and an annual week-long summer training camp. This appropriation is increased to support citizen’s academy offerings and an internal employee assistance program.

Education Tuition Reimbursement: As part of the collective bargaining agreement with the West Hartford Police Officer Association, officers are entitled to a partial reimbursement for law enforcement related college courses. This is capped at \$20,000 by contract.

Maintenance & Repairs: These funds are allocated for the maintenance of the Police Department’s Simplex camera security system.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES AND INDICATORS**Police Management Division****(Fiscal Year)**

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>
Reported Town Ordinance Violations	1,487	1,340	1,571	1,311	1,272
Medical Calls	5,250	4,687	5,250	5,256	6,361
Motor Vehicle Accidents	2,422	2,460	2,498	2,866	2,428
Number of Motor Vehicle Stops	8,533	8,672	6,216	6,053	6,169
Total Calls for Service	66,888	65,483	45,374	45,287	45,745
Number of Criminal Arrests	1,881	1,719	1,237	1,174	1,220
Number of Motor Vehicle Arrests	6,203	5,313	5,036	4,728	4,769
Number of DUI Arrests	199	157	93	73	96

PROFESSIONAL STANDARDS DIVISION (PREVIOUSLY SPECIAL INVESTIGATIONS)

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$443,939	\$420,073	\$ 243,831	\$480,882	\$429,960	2.4%
Overtime	10,730	22,712	7,584	22,712	22,712	
Holiday	20,669	19,084	10,265	19,084	19,538	2.4%
Education Premium Pay	9,084	8,000	3,250	7,000	7,000	-12.5%
Office Expense	3,644	4,500	526	4,500	4,500	
Professional Services	6,750	6,700	8,950	10,300	10,300	53.7%
Uniforms	5,250	4,280	4,280	5,000	4,280	
Social Security	<u>10,973</u>	<u>9,000</u>	<u>4,144</u>	<u>9,832</u>	<u>6,547</u>	-27.3%
TOTAL	\$511,039	\$494,349	\$ 282,830	\$559,310	\$504,837	2.1%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Police Lieutenant	1	1	1	1	1
Police Detective	<u>4</u>	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	4	4	4

PROFESSIONAL STANDARDS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: This division investigates allegations of misconduct made against employees of the West Hartford Police Department, ensure proper procedures and policies are followed, and conduct background investigations when necessary.

Regular Payroll: This budget accounts for the salary of one Police Lieutenant and three Detectives.

Overtime: Overtime for this unit is strictly limited to members of the unit working overtime on investigations and background checks.

Holiday Pay: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year or grant them additional leave time considered as “holiday days.”

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college

educated officers a premium for degrees and course work related to law enforcement. Officers can earn \$2,000 a year for a Bachelor's degree or \$1,000 a year for an Associate's degree.

Office Expense: This appropriation is used to cover the purchase of supplies for polygraph examiners and for the digital and video recording devices.

Professional Services: Police Officer applicants are subjected to a rigorous background investigation which includes a complete physical and psychological testing. This appropriation pays for those examinations and is increased consistent with the number of applicants expected. The increase is related to psychological testing for anticipated new hires.

Uniforms: Due to the nature of the work, the detectives and supervisor of this unit work in plain clothes, which are purchased by the officer. Per union contract they are paid a "uniform allowance".

Social Security: This appropriation is for required federal payments based upon actual wages paid.

ANIMAL CONTROL DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Dog Pound Fees	\$1,250	\$1,200	\$ 755	\$1,200	\$1,200	
TOTAL	\$1,250	\$1,200	\$ 755	\$1,200	\$1,200	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$164,973	\$161,939	\$ 51,776	\$161,939	\$170,287	5.2%
Temporary Payroll	42,171	32,090	52,045	60,036	43,460	35.4%
Overtime	6,798	16,978	2,179	16,978	16,978	
Holiday	3,892	7,362	4,018	7,362	7,772	5.6%
Education Premium Pay	2,583	4,000	917	4,000	2,000	-50.0%
Office Expense	11,218	10,200	4,184	10,200	10,200	
Advertising	313	650	348	650	650	
Office Equipment		2,000		2,000	2,000	
Social Security	4,249	3,440	2,657	7,331	5,593	62.6%
TOTAL	\$236,197	\$238,659	\$118,124	\$270,496	\$258,940	8.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

ANIMAL CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Animal Control Division is to balance the health, public safety, and welfare needs of people and animals within the community of West Hartford by humanely enforcing animal related laws; investigating cases where proper animal care is questionable; educating the public about responsible pet ownership and promoting peaceful coexistence with animals; providing care and a safe environment for unwanted, stray, abused and impounded animals; and finding new homes for homeless animals. The department has an Animal Control Officer working on weekdays and weeknights and during the day on Saturday and Sundays.

Regular Payroll: This budget accounts for the salary of an Animal Control Officer and an Assistant Animal Control Officer.

Temporary Payroll: This appropriation accounts for the salary of one part-time Animal Control Officer to work on weekends, and one part-time kennel assistant who cleans and feeds the impounded animals. The increase is related an anticipated additional coverage and merit increases.

Overtime: Overtime for this unit is used to pay Animal Control Officers to work overtime on investigations and to cover for Animal Control Officers due to training, vacation or illness.

Holiday Pay: Since animal complaints continue to come in on holidays and impounded animals need to be cared for 7 days a week, Animal Control Officers are often required to work on holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay Animal Control Officers for the 12 holidays that fall each year or grant them additional leave time considered as “holiday days.” This budget reflects the amount paid to officers for their holiday pay.

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. Officers can earn \$2,000 a year for a Bachelor’s degree or \$1,000 a year for an Associate’s degree.

Office Expense: This appropriation is used to cover the costs of disposing of dead animals removed from Town streets, vet expenses, food and supplies, and euthanizing unclaimed and unwanted animals that the Animal Control Officers impound. It also includes printing costs for required forms, publications and notices.

Advertising: This budget is used to place notices for stray animals found by the department in accordance with State law. If no one claims these animals, they are placed for adoption.

Office Equipment: This appropriation is for the purchase of minor equipment as needed to fulfill the needs of the division.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

RECORDS CONTROL DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$	\$ 100	\$ 1,742	\$ 100	\$ 100	
Charges for Services	38,602	35,000	24,896	35,000	35,000	
Fines & Forfeitures	<u>845</u>	<u>1,000</u>	<u>215</u>	<u>1,000</u>	<u>1,000</u>	
TOTAL	\$39,447	\$36,100	\$26,853	\$36,100	\$36,100	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$244,581	\$291,119	\$ 125,422	\$281,120	\$288,765	-0.8%
Temporary Payroll	48,787	30,000	22,607	33,284		-100.0%
Overtime	1,407	1,000	218	1,000	1,000	
Office Expense	26,864	37,500	20,910	37,800	37,500	
Maintenance & Repairs	79,067	78,660	39,930	78,660	92,360	17.4%
Social Security	<u>19,673</u>	<u>23,733</u>	<u>10,336</u>	<u>24,051</u>	<u>23,287</u>	-1.9%
TOTAL	\$420,379	\$462,012	\$ 219,423	\$455,915	\$442,912	-4.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Police Records Supervisor	1	1	1	1	1
Assistant Police Records Supervisor	1	1	1	1	1
Staff Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	5	5	5

RECORDS CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Records Division is the efficient maintenance and dissemination of all Police Department records according to State Statute, Town Ordinance, Freedom of Information (FOI), State Librarian retention schedule, and department policy. In addition, the Records Division stores, destroys and returns lost property and evidence, maintains the prescription drug drop off program, fingerprints citizens, conducts records checks, issues permits and responds to general questions from the public on police department services and functions. This division is responsible for payroll, the tracking of leave time and scheduled step increases, and maintaining personnel records of all current and past employees. They work in close association with other Town departments and State agencies. Many of the functions that the Records Division accomplishes are time sensitive (such as payroll, court reports and FOI requests) and must be completed in an expedient manner.

Regular Payroll: This budget accounts for the salary of a Records Division Supervisor, an Assistant Records Supervisor and three Staff Assistants. It includes estimated merit increases for eligible employees and the refill of vacancies at the start of the range.

Temporary Payroll: This appropriation accounted for the salary of two part-time staff assistants. The staff assistants gave the department the ability to keep the office open throughout the work day and to maintain full service levels during incidence of illness, vacation, training or other leave time. This appropriation has been eliminated in the current year budget.

Overtime: The overtime budget is used to pay clerical staff to come in on weekends or holidays to process payroll, as needed.

Office Expense: This appropriation is used to cover the cost of supplies for the Police Department. In addition to the normal office expenses (paper, pens, envelopes) there are some unique purchases such as parking ticket books and prisoner food. This appropriation is also used to pay for printing costs of certain internal forms and business cards for officers.

Maintenance & Repairs: This appropriation pays for upkeep of the Police Department software, hardware, networking equipment, and in-vehicle computers including maintenance costs associated with a Cogent Livescan finger printing machine, TeleStaff schedule and payroll program, NexGen CAD and RMS system, and CAPTAIN in-vehicle computer communication system. The increase is related to an increase in software maintenance costs and supplies.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

EQUIPMENT OPERATIONS DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Telecommunications	\$	\$ 5,472	\$	\$ 5,472	\$5,472	
Vehicles & Equipment Expense	<u>261,998</u>	<u>235,000</u>	<u>121,126</u>	<u>235,000</u>	<u>235,000</u>	
TOTAL	\$261,998	\$240,472	\$121,126	\$240,472	\$240,472	

EQUIPMENT OPERATIONS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: This division is administered by the Department of Public Works on behalf of the Police Department to maintain the police fleet in good operating condition and to purchase fuel.

Telecommunications: Funds the cost of cellular service for the new vehicle maintenance program.

Vehicles & Equipment: This appropriation pays for gas, oil and other supplies for the police fleet of vehicles. In addition, it funds the costs for service, routine washing and minor repairs. It is also used to replace lights, sirens, flashlights or other safety equipment that is damaged or has failed. All vehicle towing costs are paid from this account, whether they are cruisers or civilian cars towed due to criminal investigation.

ANNUAL BUDGET 2020-2021

UNIFORMED PATROL DIVISION

SUMMARY OF REVENUES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Intergovernmental Grants	\$20,621	\$	\$	\$	\$	
Miscellaneous Revenue	<u>7,567</u>	—	—	—	—	
TOTAL	\$28,188	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$6,613,375	\$7,110,885	\$3,236,570	\$6,902,280	\$6,872,034	-3.4%
Overtime	1,512,230	1,023,223	860,723	1,303,430	1,023,223	
Holiday	312,029	182,512	164,115	249,989	233,892	28.2%
Education Premium Pay	51,167	46,000	19,854	46,000	40,000	-13.0%
Office Expense	34,616	29,900	20,992	29,939	29,900	
Office Equipment	3,986	15,100	1,639	15,100	15,100	
Uniforms	109,976	80,123	7,681	80,123	84,123	5.0%
General Contributions	1,500	1,500	1,500	1,500	1,500	
Maintenance & Repairs	7,706	4,000	1,476	4,000	4,000	
Miscellaneous Supplies	23,547	23,200	11,195	23,200	28,898	24.6%
Social Security	<u>160,886</u>	<u>130,041</u>	<u>64,263</u>	<u>125,196</u>	<u>130,436</u>	0.3%
TOTAL	\$8,831,018	\$8,646,484	\$4,390,008	\$8,780,757	\$8,463,106	-2.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Police Captain	1	1	1	1	1
Police Lieutenant	3	3	3	3	3
Police Sergeant	10	10	9	9	9
Police Officer*	<u>76**</u>	<u>76**</u>	<u>70**</u>	<u>70**</u>	<u>68**</u>
TOTAL	90	90	83	83	81

* In fiscal year 2017 through fiscal year 2019, one Police Officer position was authorized but unfunded to allow the department flexibility in filling vacancies.

** Two Police Officer positions were funded in the Parking Lot Fund from fiscal year 2017 through fiscal year 2019. Starting in fiscal year 2020 one Police Officer is funded by the Parking Lot Fund. In fiscal year 2021, both were transferred back to the Parking Lot Fund.

UNIFORMED PATROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Patrol Division of the West Hartford Police is to provide comprehensive public safety services to citizens, residents, and visitors to the community. The largest division within the police department, the Patrol Division provides 24 hour emergency response to the community.

Regular Payroll: This budget accounts for the salaries of one Police Captain, three Patrol Lieutenants, nine Patrol Sergeants, and 68 Officers. During the summer months, two officers are reassigned from the Patrol Division to staff Police Bicycle Patrols and the department has two K-9 Officers. The fiscal year 2021 budget assumes contractual cost of living and merit increases.

Overtime: This appropriation pays for officers who work overtime on investigations, fill in for staff shortages due to position vacancies, and to cover for officers that are training, ill, or on other authorized leave.

Holiday: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. The Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.” The budget assume contractual increases.

Education Premium Pay: To attract the most qualified applicants, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. The increase reflects officers on staff eligible for this payment. This is subject to change as new officers are hired to fill vacancies.

Office Expense: This appropriation encompasses miscellaneous patrol items such as medical supplies, oxygen, flares, prisoner blankets, radio supplies, interpreters, etc.

Office Equipment: This appropriation is utilized for minor equipment required in the course of duty.

Uniforms: Police officers are required to work outside in all types of adverse weather conditions. The Town provides the officers with a variety of gear to protect them while they are working. The Town does not pay for laundry service for officers. This appropriation also covers badges, replacement holsters and reimbursement for damaged personal property. The \$4,000 increase is related to new multi-purpose uniforms for the ESU unit.

General Contributions: This is a contractual contribution to the West Hartford Police Revolver team.

Maintenance & Repairs: These funds pay for the upkeep of police equipment including maintenance costs associated with a Cogent Livescan finger printing machine.

Miscellaneous Supplies: This budget funds the SWAT Team (\$1,200), Scuba Team (\$3,700), less lethal rounds for the ESU unit (\$3,998) and a contractual contribution of \$20,000 for bullet proof vests.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

POLICE COMMUNICATIONS DIVISION
SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
E-911 Grant	\$139,079	\$141,000	\$ 69,793	\$141,000	\$141,000	
TOTAL	\$139,079	\$141,000	\$ 69,793	\$141,000	\$141,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$697,290	\$826,128	\$ 325,657	\$712,200	\$807,262	-2.3%
Overtime	67,499	38,400	62,689	130,080	38,400	
Holiday	35,743	40,631	28,275	29,919	36,589	-9.9%
Office Expense	149	1,000		1,000	1,000	
Professional Services	56,306	56,512	56,512	56,512	56,338	-0.3%
Office Equipment	2,293	2,500		2,500	5,000	100.0%
Telecommunications	57,323	51,500	23,614	51,500	51,500	
Social Security	58,966	71,451	28,943	64,414	63,881	-10.6%
TOTAL	\$975,569	\$1,088,122	\$ 525,690	\$1,048,125	\$1,059,970	-2.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
ERC Manager					1
Public Safety Dispatch Supervisor			1	1	
Public Safety Dispatchers	12	12	12	12	12
TOTAL	12	12	13	13	13

POLICE COMMUNICATIONS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Emergency Reporting Center (ERC) is to answer telephone calls received each year from citizens reporting emergencies, requesting aid or needing information. These calls are either handled directly by the ERC staff or entered into the West Hartford Police Department Computer Aided Dispatch (CAD) system so that a police officer can be dispatched. ERC also provides dispatching service for the West Hartford Fire Department and makes notification to a variety of agencies requesting a response for a specialized skill or piece of equipment. These dispatchers have received specialized training in the handling of emergency calls.

Regular Payroll: This budget accounts for the salaries of twelve Public Safety Dispatchers (PSD) and a new Public ERC Manager. Merit increases are budgeted for eligible positions. The budget variance is consistent with regular payroll adjustments.

Overtime: This appropriation is used to pay Public Safety Dispatchers to cover staff shortages when other Public Safety Dispatchers are absent due to training, holiday, vacation, sick or other leave time.

Holiday Pay: Since the ERC is open 24 hours a day and 7 days a week, dispatchers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay dispatchers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.” The budget variance is consistent with regular payroll.

Office Expense: This budget is used to cover the cost of Hill Donnelly Reference Books, a directory of listings by address or phone number for the Hartford area.

Professional Services: This appropriation funds the annual assessment from the North Central CT Emergency Medical Services Council, Inc., the company that operates the paramedic communications network.

Office Equipment: This budget covers the cost of yearly replacement of chairs for the three work stations within the division which receive 24 hour usage, 7 days a week. The additional increase is for replacement chairs.

Telecommunications: This appropriation is used to cover the cost of the Police Department’s phone system and cellular phones.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

ANNUAL BUDGET 2020-2021

DETECTIVE BUREAU

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ 699	\$ 500	\$ 376	\$ 500	\$ 500	
TOTAL	\$ 699	\$ 500	\$ 376	\$ 500	\$ 500	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,274,066	\$2,050,985	\$781,968	\$1,845,224	\$2,095,646	2.2%
Overtime	172,779	135,058	85,441	140,915	135,058	
Holiday	55,047	93,436	26,470	45,000	70,662	-24.4%
Education Premium Pay	14,250	25,500	7,416	25,500	23,000	-9.8%
Office Expense	15,976	23,000	7,898	23,000	23,000	
Dues & Travel		835		835	835	
Office Equipment		500		500	500	
Uniforms	11,550	19,030	15,150	19,030	19,030	
Maintenance & Repairs	9,802	10,570	3,701	10,570	10,570	
Miscellaneous Supplies	8,966	5,000	10,993	11,000	5,000	
Social Security	29,956	34,122	14,223	29,808	31,527	-7.6%
TOTAL	\$1,592,392	\$2,398,036	\$ 953,260	\$2,151,382	\$2,414,828	0.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Police Captain	1	1	1	1	1
Police Lieutenant			1	1	1
Police Sergeant	2	2	3	3	3
Police Detective	10	10	13	13	13
Police Officer	—	—	2	2	2
TOTAL	13	13	20	20	20

DETECTIVE BUREAU – BUDGET AND PROGRAM HIGHLIGHTS

Mission: It is the mission of the West Hartford Police Detective Division to conduct initial and follow up criminal investigations by interviewing witnesses, victims and suspects and by collection, preservation and analysis of physical evidence. This division works closely with Federal, State and other local law

enforcement agencies as well as with the court system. Detectives are highly trained in crime scene processing, interviewing and criminal investigations. The Detective Division also specializes in youth related offenses and works closely with other juvenile agencies. This division also includes the Community Support Unit which is responsible for addressing neighborhood complaints and quality of life issues, vice, narcotics and liquor investigations.

Regular Payroll: This budget accounts for the salary of a Captain, one Lieutenant, three Sergeants, thirteen Detectives and two Officers. The Detective Bureau is available from Monday through Friday and work both day and evening shifts.

Overtime: This appropriation is used to pay for detectives who are working over their shift or have been recalled on an investigation. One detective receives a 4 hour stipend to be on call each Sunday.

Holiday: The Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. The variance reflects officers assigned to this division who are eligible for this payment.

Office Expense: This appropriation is used to cover the cost of certain supplies for the Detective Bureau such as fingerprint powders and ink, evidence tags, bags and boxes, photographic supplies, blood test kits, gun powder residue test kits and other miscellaneous evidence supplies.

Dues & Travel: Detectives occasionally have to travel out of state and overnight in connection with various criminal investigations. Any such travel is approved by the Chief of Police and the Town Manager.

Office Equipment: This account is used to cover the cost of repair and maintenance on various evidence collection devices used by the division. This equipment includes black lights, a “Total Station” (used in measuring distances at crime scenes and accidents for diagrams), ventilation hood (which removes harmful and noxious fumes from the lab area), metal detectors, and a variety of surveillance devices.

Uniforms: Due to the nature of their work, the detectives and supervisors of this unit work in plain clothes, purchased by the officers. Since they are not in uniform, per union contract they are paid a “uniform allowance”.

Maintenance & Repairs: This account pays for the upkeep of police equipment including maintenance costs associated with a Cogent Livescan finger printing machine, computer recording system and computer forensics costs.

Miscellaneous Supplies: This budget is used to cover any photography requests as well as an allocated amount of \$2,000 for the Bomb Squad.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

POLICE COMMUNITY RELATIONS DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$683,275	\$627,212	\$468,907	\$677,390	\$621,746	-.9%
Overtime	44,664	37,549	41,262	60,000	37,549	
Holiday	24,988	28,665	34,904	39,522	28,414	-.9%
Education Premium Pay	11,771	9,000	5,813	9,000	8,000	-11.1%
Office Expense	3,781	9,800	3,942	9,800	11,000	12.2%
Office Equipment	1,035	500		500	500	
Uniforms & Laundry	2,713		6,610	6,420	6,420	100.0%
Maintenance & Repairs	1,218	1,500	1,276	1,500	1,500	
Social Security	<u>13,433</u>	<u>10,176</u>	<u>7,994</u>	<u>10,176</u>	<u>9,503</u>	-6.6%
TOTAL	\$786,878	\$724,402	\$570,708	\$814,308	\$724,632	

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Police Lieutenant	1	1			
Police Sergeant			1	1	
Police Detective	2	2			
Police Officer	<u>5</u>	<u>5</u>	<u>7</u>	<u>7</u>	<u>7</u>
TOTAL	8	8	8	8	7

POLICE COMMUNITY RELATIONS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Community Relations Division is to improve the efficiency of policing by providing a variety of diverse, educational programs and services to the community. Focusing on crime prevention, awareness, and safety, the division provides instruction in all public schools, grades K-12, as well as to numerous private schools and day care programs throughout West Hartford. The division provides group specific presentations on topics such as elderly safety, internet safety, and drug and alcohol abuse, and programs to increase the safety and well-being of West Hartford residents. This division also provides a School Resource Officer to both of the Town's high schools.

Regular Payroll: This budget accounts for the salary of two Beat Officers, two School Resource Officers, and three Community Relations Officers. One Sergeant position has been moved to the Traffic Division.

Overtime: This budget is limited to members of the unit working overtime on investigations.

Holiday Pay: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year or grant them additional leave time considered as “holiday days.”

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. The variance reflects officers assigned to this division who are eligible for this payment.

Office Expense: This appropriation is used to cover the purchase of handouts and other items to be used during presentations to students and residents and is increased based on additional community outreach planned for fiscal year 2021.

Office Equipment: This appropriation pays for the purchase of various supplies needed for equipment used during presentations and to purchase specialized equipment used in criminal investigations. The increase is related to costs associated with the Citizens Academy.

Uniforms: Officers with a plain clothes assignment are given a uniform allowance which is budgeted here, if applicable.

Maintenance & Repairs: This appropriation is for the upkeep of the Police Department’s exercise room equipment.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

POLICE TRAINING DIVISION
SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$5,258	\$	\$ 4,440	\$	\$	
TOTAL	\$5,258	\$	\$ 4,440	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$290,676	\$298,696	\$135,662	\$307,329	\$305,701	2.3%
Overtime	13,382	11,409	14,461	20,230	11,409	
Holiday	7,457	13,561	5,121	13,561	13,883	2.4%
Education Premium Pay	1,000	1,000	1,125	1,500	2,000	100.0%
Office Expense	72,622	75,500	16,056	78,000	78,000	3.3%
Dues and Training	59,969	75,000	49,299	75,750	75,500	0.7%
Office Equipment	2,811	8,000	808	8,000	10,640	33.0%
Social Security	6,295	4,750	2,266	4,750	4,609	-3.0%
TOTAL	\$454,212	\$487,916	\$224,798	\$509,120	\$501,742	2.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Police Lieutenant	1	1	1	1	1
Police Officer	2	2	2	2	2
TOTAL	3	3	3	3	3

POLICE TRAINING – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Training Division is to enhance officer safety, improve officer performance, increase inter-agency contacts and cooperation, and maintain mandatory certifications which ultimately improves productivity, increases citizen satisfaction and diminishes civil liability. The Training Division provides training to members of the department and maintains training and certification records. In addition, this unit coordinates annual regional in-service training for more than 500 officers from 18 local and state agencies by pooling resources, facilities and instructors from the participating agencies and securing the services of outside instructors. This division also researches and tests new equipment for the Police Department.

Regular Payroll: This budget funds the salary of a Training Lieutenant and two Training Officers.

Overtime: Training classes for officers are required to last for a full 8 hours. Accordingly, the training division officers often have to start their day early or end late to prepare for class and to clean up. This appropriation is used to pay for Training Officers that are working over their shift.

Holiday: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement.

Office Expense: This appropriation is used to purchase ammunition, targets, medical and other supplies for training, including automated external defibrillators and Tasers, as well as the associated service contracts.

Dues and Training: This account is used to pay for training for officers throughout the department. The Town is charged for training at the Police Academy for new recruits and continuing education for current officers. Dues are for officers and detectives to belong to a variety of organizations. These include the International Association of Arson Investigators, International Police Mountain Bike Association, American Association of Police Polygraphers, International Association for Law Enforcement Firearms Instructors, International Association of Dive Rescue, New England State Police Information System, Capitol Region Chiefs of Police Association and Narcotics Enforcement Officers Association. These organizations are either a requirement for certification purposes or provide specialized training. This budget is increased consistent with the expectation of additional recruitments and specialized training (i.e. polygraph seminars) in fiscal year 2021.

Office Equipment: This appropriation is used to pay for miscellaneous minor equipment and funds the cost of replacing the range blocks at the indoor Pistol Range located on Brixton Street, which need to be replaced at least annually due to the frequency of shooting.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

TRAFFIC CONTROL DIVISION

SUMMARY OF REVENUES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Miscellaneous Federal Revenue	\$39,167	\$	\$13,775	\$	\$	
DUI Enforcement	94,474			89,262		
Moving Vehicle Violations	45,995	45,000	26,155	45,000	45,000	
Ordinance Violations	7,546	14,000	5,235	14,000	8,000	-42.9%
Parking Violations	208,214	175,000	234,020	175,000	200,000	14.3%
Transfer In		<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
TOTAL	\$395,396	\$359,000	\$279,185	\$448,262	\$378,000	5.3%

SUMMARY OF EXPENDITURES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$909,723	\$959,788	\$371,936	\$887,244	\$920,359	-4.1%
Overtime	109,863	81,604	71,438	166,511	81,604	
Overtime – DUI Enforcement	94,474			89,262		
Holiday	39,023	43,898	29,073	29,415	42,200	-3.9%
Education Premium Pay	7,667	8,500	3,146	8,500	8,500	
Office Expense	1,110	2,200	1,740	2,200	2,200	
Contractual Services	1,140	1,700	480	1,700	1,700	
Office Equipment	396	3,000		3,000	3,000	
Social Security	<u>22,998</u>	<u>16,000</u>	<u>7,262</u>	<u>16,000</u>	<u>14,044</u>	-12.2%
TOTAL	\$1,186,394	\$1,116,690	\$485,075	\$1,203,832	\$1,073,607	3.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Police Captain	1	1	1	1	
Police Lieutenant	1	1	1	1	1
Police Sergeant					1
Police Officer	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>7</u>
TOTAL	10	10	10	10	9

TRAFFIC CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Traffic Division is to respond to and investigate motor vehicle accidents that occur in West Hartford each year, to conduct traffic enforcement in order to reduce the number and severity of accidents in West Hartford, and to supervise the school crossing guard program, which is funded by the Board of Education. This division also responds to calls for service to assist the Patrol Division.

Regular Payroll: This appropriation funds the salary of one Traffic Lieutenant, one Traffic Sergeant and eight Traffic Officers. One Police Sergeant is assigned to this division while one Captain and one Officer is reassigned to the Management Division.

Overtime: This budget is used to pay traffic officers when they are required to work overtime or recalled to investigate an accident. Overtime will also be used to hire extra officers to work during times of inclement weather (such as ice storms) in which there is a higher than normal accident rate or to cover for shortages due to illness, training, vacation or other leave time.

Overtime – DUI Enforcement: Overtime incurred under eligible State traffic grants are accounted for in this line item. If grants are received in fiscal 2021, they will be appropriated when notice of award is received.

Holiday: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement.

Office Expense: This appropriation is used to purchase replacement parts for radar and laser guns.

Contractual Services: This appropriation is used to pay for repair and certification of radar and laser guns.

Office Equipment: This budget funds the purchase of miscellaneous office equipment.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

POLICE PRIVATE DUTY SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Charges for Services	<u>\$1,674,317</u>	<u>\$1,900,000</u>	<u>\$1,900,000</u>	<u>\$1,900,000</u>
Total Revenues & Other Resources	\$1,674,317	\$1,900,000	\$1,900,000	\$1,900,000

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Private Duty Pay	\$1,082,275	\$1,200,000	\$1,200,000	\$1,200,000
Operating Expense	17,974	17,500	17,500	17,500
Pension Expense	511,545	536,383	536,383	513,267
Transfer Out		<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Total Expenditures & Other Uses	\$1,611,794	\$1,878,883	\$1,878,883	\$1,855,767

CHANGE IN FUND BALANCE	\$ 62,523	\$ 21,117	\$ 21,117	\$ 44,233
BEGINNING BALANCE	\$ 11,762	\$ 74,285	\$ 74,285	\$ 95,402
ENDING BALANCE	\$ 74,285	\$ 95,402	\$ 95,402	\$ 139,635

Fund: Police Private Duty Fund
Department: Police

PURPOSE

The Police Private Duty Service Fund was created on July 1, 1993 to account for revenues and expenditures related to police private duty services. Police personnel are hired by private and non-profit entities to provide services, primarily at construction sites in the public right-of-ways.

LONG-TERM STRATEGY

The Fund was established to ensure that revenues charged for private duty services were sufficient to cover the cost of the services and that the general taxpayer was not subsidizing these activities. The rates charged are calculated to include salary, benefit and administrative costs associated with the services and are adjusted annually. It is anticipated that fund balance will be maintained at approximately its current level. Annual transfers to cover benefit and administrative costs will be made to the Pension Fund, Risk Management Fund and General Fund, as appropriate.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Charges for Services	\$1,793,000	\$1,693,000	\$1,988,000	\$2,007,000	\$1,674,000
TOTAL REVENUES	\$1,793,000	\$1,693,000	\$1,988,000	\$2,007,000	\$1,674,000
<u>Expenditures:</u>					
Operational	\$1,848,000	\$1,786,000	\$2,000,000	\$2,112,000	\$1,612,000
TOTAL EXPENDITURES	\$1,848,000	\$1,786,000	\$2,000,000	\$2,112,000	\$1,612,000
TRANSFERS TO OTHER FUNDS	(\$125,000)	(\$225,000)	(\$125,000)		
OPERATING RESULTS	(\$180,000)	(\$318,000)	(\$137,000)	(\$105,000)	\$62,000
FUND BALANCE	\$572,000	\$254,000	\$117,000	\$12,000	\$74,000

Fund: Police Private Duty Fund
Department: Police

REVIEW OF PERFORMANCE

The Police Private Duty rates charged for the program cover direct program costs including a reimbursement to the General Fund for costs associated with administering the program and to the Pension Fund for benefit costs. The Fund had an accumulated fund balance of \$74,285 as of June 30, 2019.

FISCAL YEAR 2020 OPERATING RESULTS

Operating revenues are projected to total \$1,900,000 with anticipated expenditures for the current fiscal year of \$1,878,883, inclusive of a \$536,383 transfer to the Pension Fund and a \$125,000 transfer to the General Fund to reimburse administrative costs.

FISCAL YEAR 2021 BUDGET

The fiscal year 2021 budget reflects a continued demand for private duty officers with estimated revenue of \$1,900,000. Operating expenses consist of private duty pay to officers and gasoline expense, with \$513,267 transferred to the Pension Fund and \$125,000 transferred to the General Fund. Fund balance is estimated to total approximately \$139,635 at June 30, 2021.

DEPARTMENT: POLICE

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
Chief of Police	1	1	1	1	1
Assistant Chief of Police	2	2	2	2	2
Police Captain	3	3	3	3	3
Police Lieutenant	7	7	7	7	7
Police Sergeant	12	12	13	13	13
Police Detective	16	16	16	16	16
Police Officer *	89	89	88	88	87
Emergency Response Center Manager				1	1
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	1	1	1	1	1
Public Safety Dispatch Supervisor			1		
Public Safety Dispatcher	12	12	12	12	12
Information Technology Specialist	1	1	1	1	1
Police Records Supervisor	1	1	1	1	1
Assistant Police Records Supervisor	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Senior Staff Assistant	1	1	1	1	1
Staff Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL GENERAL FUND	152	152	153	153	152
 <u>PARKING LOT FUND</u>					
Police Officer	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>2</u>
TOTAL PARKING LOT FUND	2	2	1	1	2
 TOTAL POLICE – ALL FUNDS	154	154	154	154	154

* The position and funding for two Police Officers have been transferred to the Parking Lot Fund in fiscal year 2021.

DEPARTMENT OF COMMUNITY DEVELOPMENT

MISSION

The mission of the Community Development Department is to maintain and preserve the Town's infrastructure and to ensure the quality of private development in the community through a system of building inspection, zoning enforcement, land-use planning and economic development.

The Community Development Department's primary goals are:

- To develop, maintain and improve those assets of the Town, referred to as infrastructure, which are essential to the health, safety, transportation and development of the community.
- To preserve and enhance the Town's economic resources.
- To promote and support community planning as a guide for resource allocation.
- To protect the general public's health, safety and welfare by enforcing building codes, developing and enforcing subdivision regulations and zoning ordinances.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ The Park Road at Interstate 84 Interchange Improvements project was completed, providing a safer interchange and decreased traffic congestion.
- ✓ The update to the Plan of Conservation and Development (POCD) will be completed and provide a more user friendly document for the community.
- ✓ New businesses opened or expanded town-wide, including Target's first small format store in the state opening in Bishops Corner.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Begin prioritization of Plan of Conservation and Development strategies and action steps, such as the promotion of Transit Oriented Development
- ❖ Begin initial implementation of the Permitting Task Force recommendations leading to enhanced customer service in construction permitting.
- ❖ Development of a West Hartford Traffic Calming Policy/Program as a means of addressing a growing number of traffic complaints and investigations.

DEPARTMENT OF COMMUNITY DEVELOPMENT

BUDGET SUMMARY						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Licenses & Permits	\$1,612,285	\$1,684,500	\$ 984,711	\$1,694,500	\$1,714,500	1.8%
Charges for Services	36,938	120,100	23,976	121,958	34,750	-71.1%
Miscellaneous Revenue	126,088	50,000		50,000	50,000	
TOTAL	\$1,775,311	\$1,854,600	\$1,008,687	\$1,866,458	\$1,799,250	-3.0%
<u>Expenditures:</u>						
Wages & Salaries	\$2,083,894	\$2,172,119	\$ 1,016,763	\$2,172,586	\$2,148,657	-1.1%
Operating Expense	165,913	249,283	104,724	246,548	267,033	7.1%
Social Security	150,219	157,835	72,107	157,835	159,324	0.9%
TOTAL	\$2,400,026	\$2,579,237	\$ 1,193,594	\$2,576,969	\$2,575,014	-0.2%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2019-2020</u>	<u>2020-2021</u>
General Fund	25	24	24	24	24
CDBG Fund	1	1	—	—	—
TOTAL	26	25	24	24	24

BUDGET & PROGRAM HIGHLIGHTS

The Community Development Department budget reflects a decrease of \$4,223 or 0.2% from the prior fiscal year. Wages and salaries decrease \$23,462 or 1.1% primarily due to a hiring lag of a vacant Associate Planner position. This decrease is partially offset by merit increases for eligible employees. Operating expenditures increase \$17,750 or 7.1% due primarily to an increase of \$6,500 in the appropriation for water testing in order to comply with MS4 regulations, the replacement of old surveying equipment (\$8,500). The change in social security is consistent with wages and withholdings.

MANAGEMENT DIVISION

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$229,783	\$233,759	\$ 107,891	\$233,759	\$251,897	7.8%
Office Expense	2,000	3,250	442	2,400	2,700	-16.9%
Dues and Travel	840	1,050	350	1,000	1,150	9.5%
Training	465	2,500	1,539	2,500	2,500	
Information Technology					4,800	100.0%
Telecommunications	1,398	1,475	543	1,425	1,425	-3.4%
Vehicles & Equipment Expense	10,681	8,500	5,568	10,000	10,000	17.7%
Social Security	<u>16,345</u>	<u>15,675</u>	<u>6,407</u>	<u>15,675</u>	<u>17,174</u>	9.6%
TOTAL	\$261,512	\$266,209	\$122,740	\$266,759	\$291,646	9.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Director of Community Development	1	1	1	1	1
Economic Development Coordinator					1
Economic Development Specialist	1	1	1	1	
Public Relations Specialist*	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	3	2	2	2	2

* Position moved to Town Manager's office in fiscal year 2019.

MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Management Division of Community Development is charged with supervising the functions of the Building Inspection, Engineering, and Planning & Zoning divisions. The Management Division also includes an Economic Development Specialist who provides business services throughout town.

Regular Payroll: The Management Division has two full-time employees for fiscal year 2021. The budget reflects estimated merit increases and the upgrade of Economic Development Specialist to Economic Development Coordinator.

Office Expense: This appropriation is used for postage, printing and copying, and general office supplies for the department. The department utilizes the Board of Education print shop for large printing jobs.

Dues & Travel: This budget reflects dues for the CT Economic Development Association, professional association events and mileage reimbursement.

Training: This appropriation funds economic development training opportunities.

Information Technology: This appropriation, if approved, would finance subscription to online real estate service that will provide additional property information and market data to assist in efforts to retain and attract businesses and investments.

Telecommunications: This line item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones and is reduced slightly based upon anticipated usage.

Vehicle & Equipment Expense: This appropriation is for gasoline and maintenance of vehicles assigned to the department. The increase is based on historical repair costs.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

ANNUAL BUDGET 2020-2021

ENGINEERING DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$57,100	\$ 54,500	\$ 5,150	\$ 54,500	\$ 79,500	45.9%
Copies	144	50	8	8	50	
Transfer In	<u>76,087</u>					
TOTAL	\$133,331	\$ 54,550	\$ 5,158	\$ 54,508	\$ 79,550	45.8%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$916,877	\$935,066	\$443,921	\$935,066	\$958,090	2.5%
Office Expense	4,160	4,600	1,692	2,774	3,600	-21.7%
Dues and Travel	1,897	2,000	1,710	1,710	2,000	
Training	99	500		500	500	
Contractual Services	61,717	120,000	34,080	120,000	126,500	5.4%
Uniforms & Laundry	500	750	578	578	1,000	33.3%
Information Technology					4,300	100.0%
Telecommunications	6,242	5,000	2,273	4,500	4,500	-10.0%
Vehicles & Equipment Expense	50		40	40		
Field Operations	2,489	2,500	862	2,500	11,000	340.0%
Social Security	<u>66,727</u>	<u>69,911</u>	<u>32,320</u>	<u>69,911</u>	<u>71,930</u>	2.9%
TOTAL	\$1,060,758	\$1,140,327	\$517,476	\$1,137,579	\$1,183,420	3.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Town Engineer	1	1	1	1	1
Assistant Town Engineer			1	1	1
Civil Engineer II	4	4	3	3	3
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	1	1	1	1	1
Engineering Technician I	2	2	2	2	2
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	10	10

ENGINEERING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Engineering Division focuses on the physical condition and appropriate operation of the Town's streets, sidewalks, and traffic control systems (signs, signals, pavement markings). These systems are monitored, records kept, and actions taken in accordance with Federal, State and Town regulations and practices. Staff investigates and documents circumstances of traffic accidents and looks for ways to make roads safer.

In preparation for larger town projects, the Engineering Division prepares surveys, design plans, specifications and cost estimates for capital improvements which include streets, sidewalks, storm drainage, curbs, culverts, bridges, athletic fields, and other town-owned property improvements. Staff also reviews plans for private development. Additionally, all town infrastructure construction is managed by staff from the Engineering Division.

Regular Payroll: The Engineering Division is staffed with 10 full-time employees. The chart on the following page depicts the reduction in the Engineering Division from 29 positions in 1980 to 10 positions in 2015 through the fiscal year 2021 budget. The budget includes estimated merit increases for eligible employees.

Office Expense: This appropriation is used for postage, printing, copying and general office supplies. The reduction in this line item reflects anticipated need.

Dues & Travel: The budget provides funding for all engineering and surveying licenses required for the division.

Training: This appropriation funds training opportunities for staff.

Contractual Services: This appropriation funds water sampling and testing in compliance with Municipal Separate Storm Sewer Systems (MS4) requirements. An increase of \$6,500 is requested. The Town's permit requires dry and wet weather testing of all of the Town's storm water outfalls over the period of the permit. It is also our obligation to investigate illicit discharges found in the Town's drainage system.

Uniforms & Laundry: Provides for the replacement of safety shoes for the division.

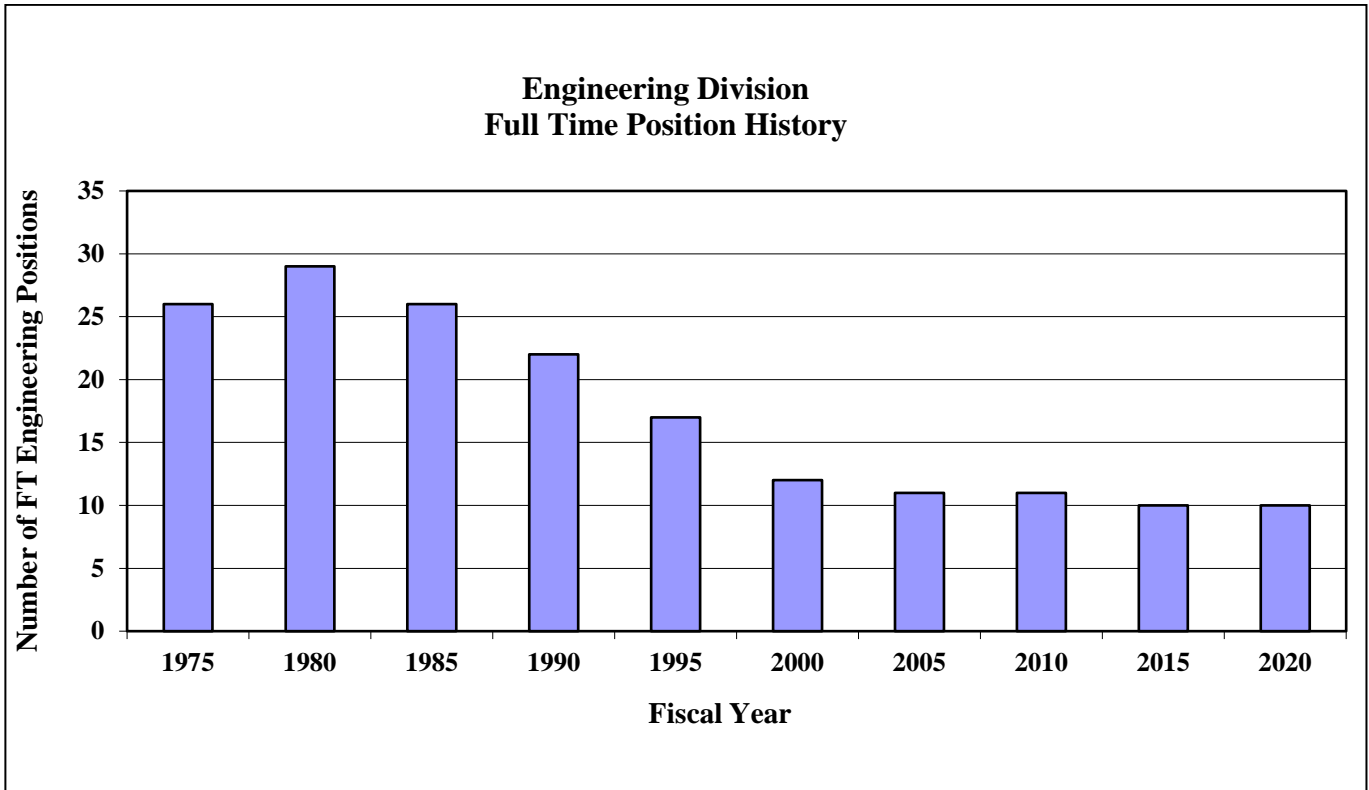
Information Technology: This appropriation funds an upgrade to the traffic software to Synchro 11.

Telecommunications: This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones, and wireless devices that interface with the Town's work order system and is reduced due to fewer devices.

Vehicles & Equipment Expense: This expense is for gasoline and maintenance of vehicles utilized by the department and has been centralized.

Field Operations: This account funds survey field equipment and supplies. This appropriation has been increased by \$8,500 due to the need to purchase new survey equipment.

Social Security: This appropriation is for required federal payments based upon actual wages paid.



PROGRAM PERFORMANCE MEASURES & INDICATORS

Engineering Division

(Calendar Year)

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Estimated 2020</u>
Street Excavation and Driveway Permits Issued	1,700	1,468	1,440	1,061	1,500
Linear Miles of Street Resurfaced	6.80 miles	7.41 miles	6.94 miles	6.92 miles	7.0 miles
Lane Miles of Street Resurfaced	14.46 miles	7.41 miles	13.2 miles	13.84 miles	14.0 miles
Number of Properties Impacted	680	770	715	830	700
Linear Miles of Street Reconstructed	2.24 miles	2.80 miles	1.35 miles	0.98 miles	1.5 miles
Lane Miles of Street Reconstructed	4.48 miles	2.80 miles	1.35 miles	1.96 miles	3.0 miles
Number of Properties Impacted	262	290	150	120	230
Total Linear Miles	9.04 miles	10.21 miles	8.29 miles	7.90 miles	8.5 miles
Total Lane Miles	18.94 miles	10.21 miles	14.55 miles	15.80 miles	17.0 miles
Sidewalk Repairs – Number of Properties Impacted	400	882	800	535	600
Private Development Plan Reviews	55	60	70	96	80

BUILDING INSPECTION DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Building Permits	\$1,529,566	\$1,600,000	\$ 945,777	\$1,600,000	\$1,600,000	
Copies	844	1,000	307	1,000	1,000	
Transfers from Other Funds	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
TOTAL	\$1,580,410	\$1,651,000	\$ 946,084	\$1,651,000	\$1,651,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$539,678	\$551,203	\$ 225,882	\$537,133	\$561,990	2.0%
Temporary Payroll	22,475	40,000	44,378	54,070	30,000	-25.0%
Overtime	27	1,000	123	1,000	1,000	
Education Premium Pay	920		468	467	1,020	100.0%
Office Expense	5,063	9,400	1,848	8,442	8,400	-10.6%
Dues and Travel	1,330	1,650	600	1,650	1,650	
Training	505	2,000		2,000	2,000	
Uniforms & Laundry	1,500	1,600	1,461	1,461	1,750	9.4%
Information Technology	34,585	36,608	35,969	35,968	37,408	2.2%
Telecommunications	4,178	4,500	1,634	4,200	4,200	-6.7%
Emergency Supplies		5,000		5,000	5,000	
Social Security	<u>40,379</u>	<u>41,514</u>	<u>19,374</u>	<u>41,514</u>	<u>44,568</u>	7.4%
TOTAL	\$650,640	\$694,475	\$331,737	\$692,905	\$698,986	0.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	3	3	3	3	3
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	7	7	7	7	7

BUILDING INSPECTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Building Inspection Division administers the permitting of residential and commercial construction within the community in conformance with national, state and local building and zoning codes. The goal is to improve public safety by ensuring that new construction adheres to existing building codes. Inspectors work collaboratively with Zoning Enforcement, the Fire Department and the West Hartford-Bloomfield Health District to protect life and property.

Regular Payroll: The Building Inspection Division is staffed with a Supervisor of Inspections, a Senior Building Inspector, 2 Building Inspectors and 2 Staff Assistants (one vacant). The appropriation includes anticipated merit increases.

Temporary Payroll: This appropriation funds a part-time Building Inspector and Office Assistant.

Overtime: This account funds overtime as needed in peak season or as other circumstances require.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This account funds office supplies, postage, printing and copying, and subscriptions. The department utilizes the Board of Education Print Shop for large printing jobs.

Dues & Travel: This appropriation is for Building Inspector licenses, which are required for all inspectors. Additionally, membership in the International Code Council is required by state building officials.

Training: The division provides training for employees to stay current with codes and regulations.

Uniforms & Laundry: Provides for the replacement of safety shoes and the purchase of shirts and jackets to identify employees to the public.

Information Technology: This appropriation finances the cost of the annual software maintenance contract and license for the building inspection and permitting system. The software automates the issuance and management of building permits and provides remote connectivity to inspectors in the field. The maintenance contract provides technical support, as well as annual updates and new releases of the software. The budget includes the anticipated increase in the costs associated with this software.

Telecommunications: This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones for appropriate personnel. In-field computers used by all building inspectors require air cards, but their use results in more efficient entry of inspection data and paper reduction. This appropriation is reduced based upon experience.

Emergency Supplies: This appropriation funds the cost of items needed in emergency situations for structures deemed unsafe.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

(fiscal year)

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	6 Months Actual 2020
<u>Building Permits & Inspections</u>						
Number of total permits	5,574	6,223	5,852	6,321	5,945	3,192
Value of Permits (in 000's)	\$151,336*	\$104,751	\$72,729	\$88,272	\$91,838	\$53,319
Inspections made	10,474	10,486	11,311	11,122	10,909	5,896
Average turnaround time on inspection requests	6-9 days	6-9 days	6-9 days	7-10 days	6-9 days	7-10 days
Frequency of re-inspections to total inspections	27%	16%	15%	17%	17%	16%
Inspections made per Inspector	2,094	2,621	2,514	2,472	1,486	1,474**
Average value per permit	\$27,150	\$16,832	\$12,428	\$13,966	\$15,488	\$16,704
Average value of construction per Inspector (in 000's)	\$27,515	\$26,187	\$16,162	\$19,616	\$20,409	\$13,330**

* In fiscal year 2015, Total Building Permits includes approximately \$40 million in value not subject to Building Permit fees.

** The number of inspectors was reduced by .5 effective July 4th, a replacement did not begin till October. Part time assistance was used.

PLANNING & ZONING DIVISION
SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Zoning Permits	\$25,619	\$ 30,000	\$ 33,784	\$ 40,000	\$ 35,000	16.7%
TPZ Applications	19,622	17,500	17,875	20,000	17,500	
Zoning Petitions	14,575	100,000	5,430	100,000	15,000	-85.0%
Other Charges for Services	<u>1,754</u>	<u>1,550</u>	<u>355</u>	<u>950</u>	<u>1,200</u>	-22.6%
TOTAL	\$61,570	\$149,050	\$ 57,444	\$160,950	\$68,700	-53.9%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$374,135	\$411,091	\$ 194,102	\$411,091	\$344,660	-16.2%
Office Expense	8,103	9,500	5,340	11,250	11,500	21.1%
Dues and Travel	664	1,000	27	750	750	-25.0%
Training	1,302	2,000	480	2,000	2,000	
Advertising	10,519	10,000	4,973	10,000	10,000	
Contractual Services	5,310	13,500	2,565	13,500	6,000	-55.6%
Telecommunications	315	400	150	400	400	
Social Security	<u>26,768</u>	<u>30,735</u>	<u>14,004</u>	<u>30,735</u>	<u>25,652</u>	-16.5%
TOTAL	\$427,116	\$478,226	\$221,641	\$479,726	\$400,962	-16.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Town Planner	1	1	1	1	1
Associate Planner	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer	1	1	1	1	1
Planning Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	5	5	5

PLANNING & ZONING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Planning and Zoning Division has four primary functions: plan review and permitting; code enforcement; administrative and technical support to the Town's various land use boards and commissions; and land use planning.

Regular Payroll: The Planning and Zoning Division is staffed with five full-time employees. This appropriation includes merit increases for all eligible employees. In addition, a hiring lag of 6 months for a vacant Associate Planner is estimated for fiscal year 2021.

Office Expense: Office expenses are comprised of office supplies, postage, printing and copying costs for the division. This account funds larger printing jobs prepared by the Board of Education Print Shop. The increase is related to anticipated additional mailings related to implementation actions of POCD.

Dues & Travel: This appropriation provides for one APA and one CAZEO professional membership, as well as mileage reimbursement for staff.

Training: This account is used for staff development and training, and is increased to fund training and certification for the Assistant Zoning Enforcement Officer and Planning Technician positions.

Advertising: This division is required to publish legal and public notices associated with land use applications for the TPZ/IWWA and ZBA.

Contractual Services: Reflects the cost for transcription of hearings and anticipated consulting services for a large project. The appropriation is increased on the anticipation there will wetland applications to be filed in fiscal year 2021 for the former UConn property.

Telecommunications: This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Calendar Year)

Planning & Zoning Applications

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Site Plan	12	8	8	8	8
Special Use Permit	16	19	23	15	28
Inland Wetland and Watercourse	38	36	40	32	44
Lot Line Revision	7	8	10	6	1
Lot Split	4	2	4	3	4
Special Development District	22	10	19	14	9
Subdivision	1	1	0	0	1
Zoning Board of Appeals	30	38	17	23	18
Zoning Permits	<u>260</u>	<u>247</u>	<u>284</u>	<u>268</u>	<u>266</u>
Total	390	369	405	369	379

Board/Commission Meeting Information

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Town Planning & Zoning Commission					
Number of Meetings	13	12	14	18	37*
Number of Hours	30.4	20.1	32.5	32.5	94.4*
Zoning Board of Appeals					
Number of Meetings	11	10	9	10	11
Number of Hours	6.7	8.9	4.6	7	7.6
Design Review Advisory Board					
Number of Meetings	19	11	8	13	12
Number of Hours	<u>24</u>	<u>15</u>	<u>15</u>	<u>14</u>	<u>17</u>
Total Number of Meetings	43	33	31	41	60
Total Number of Hours	61.1	44	52.1	53.5	118

*TPZ Totals include all TPZ related POCD meetings.

DEPARTMENT: COMMUNITY DEVELOPMENT

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
Director of Community Development	1	1	1	1	1
Economic Development Coordinator					1
Economic Development Specialist	1	1	1	1	
Public Relations Specialist*	1				
Town Engineer	1	1	1	1	1
Assistant Town Engineer			1	1	1
Civil Engineer II	4	4	3	3	3
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	1	1	1	1	1
Engineering Technician I	2	2	2	2	2
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	3	3	3	3	3
Town Planner	1	1	1	1	1
Associate Planner	1	1	1	1	1
Planning Technician	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL GENERAL FUND	25	24	24	24	24
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Construction Coordinator**	<u>1</u>	<u>1</u>	—	—	—
TOTAL CDBG FUND	1	1			
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT	26	25	24	24	24

* Position transferred to Town Manager in fiscal year 2019.

** Position transferred to Leisure Services & Social Services in fiscal year 2020.

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DEPARTMENT OF PUBLIC WORKS**MISSION**

Our vision is that the quality of our services will be so great that the Department of Public Works (DPW) will be the highest rated department in West Hartford and one of the reasons people and businesses locate here.

Our mission is to make West Hartford the safest and most attractive community in Connecticut. The Department of Public Works is a highly trained, flexible and responsive organization dedicated to responding effectively to the challenges of changing conditions including weather, governmental regulations, customer demands and uncontrollable economic conditions. The Department is responsible for the maintenance and repair of Town roads, storm water systems, grounds, athletic fields and playgrounds, trees, sidewalks, parking lots, vehicles and equipment, signs and signals, municipal parking, bus shelters, street lights, and Trout Brook channel, as well as snow and ice control of roads. The Department administers the following contracted services: refuse/recycling collection and disposal, leaf collection, and yard waste composting.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ DPW recently added two 10-wheel dump trucks equipped with large de-icing material spreaders and wing plows using CIP funds and grant awards. This has allowed DPW to reduce 25 labor hours per route cycle to maintain our busiest streets for snow and ice. Approximately 100 labor hours were reallocated back into our neighborhoods per storm.
- ✓ DPW completed the environmentally sensitive demolition of the Town's 1950s era trash incineration plant located at DPW yard on Brixton Street.
- ✓ Public Works collaborated with Blue Earth Composting to collect food scraps from Rockledge Grille. In Rockledge Grille's participation with Public Works, 7,215 lbs of food scraps have been diverted from the trash stream. That is enough to offset the emissions from 206 gallons of gasoline - the equivalent of 4,040 pounds of carbon dioxide! That is also equal to the carbon sequestered by planting 30 trees.
- ✓ Placed over 90 tons of asphalt using new equipment and in-house staff milling and paving poor travel lane surfaces. Correcting reoccurring potholes with a more permanent solution until the entire street can be resurfaced.
- ✓ DPW collaborates with the Board of Education to separate food scraps in Town schools. Sorting stations were set up with clearly labeled signage to help with waste separation. 29 tons of food scraps have been diverted from the trash stream. That is enough to offset the emissions from 1,657 gallons of gasoline - the equivalent of 33,480 pounds of carbon dioxide! That is also equal to the carbon sequestered by planting 243 trees.
- ✓ DPW completed 9,372 work orders in 2019 a 15% increase from prior year.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ DPW is planning to redesign the Yard Waste and Recycling Center to better serve the public, improve operational efficiency and to support waste reduction and separation activities.
- ❖ DPW will refocus our work management processes to include our fleet maintained operations. The goal is to save time and money by streamlining and tracking our workflow's performance.
- ❖ DPW is planning to introduce an Integrated Business Solution to replace our current part management process. Saving time and reallocating more labor time to the repair and maintenance of the Public Works, Police and Fire vehicles and equipment.
- ❖ DPW plans to continue its efforts to meet the permit requirements of the Municipal Separate Storm Sewer System (MS4) plan to sweep streets at a minimum, once a year, and sweep designated main roads and four business areas to mitigate the effects of heavy pollutant loads on the storm sewer system. DPW will also maintain efforts to clean and inspect catch basins in accordance with the requirements of the permit.

DEPARTMENT OF PUBLIC WORKS

BUDGET SUMMARY						
	Actual 2018-19	Adopted 2019-20	Actual 6 Months	Estimated 2019-20	Adopted 2020-21	Percent Change
Revenues:						
Intergovernmental	\$686,369	\$686,369	\$	\$686,369	\$686,593	
Licenses & Permits	120,554	100,000	65,424	100,000	100,000	
Charges for Services	133,175	137,820	46,305	137,820	129,820	-5.8%
Miscellaneous Revenue	<u>4,866</u>					
TOTAL	\$944,964	\$924,189	\$ 111,729	\$924,189	\$916,413	-0.8%
Expenditures:						
Wages & Salaries	\$3,965,230	\$4,237,239	\$1,956,017	\$4,184,693	\$4,070,926	-3.9%
Operating Expense	5,814,242	6,122,446	2,319,977	6,166,753	7,044,973	15.1%
Fringe Benefits	<u>369,495</u>	<u>416,076</u>	<u>134,269</u>	<u>415,660</u>	<u>399,360</u>	-4.0%
TOTAL	\$10,148,967	\$10,775,761	\$ 4,410,263	\$10,767,106	\$11,515,259	6.9%

	Authorized Positions			Revised	Adopted
Full-Time Positions:	2017-18	2018-19	2019-20	2019-20	2020-21
General Fund	49	49	49	49	49
Parking Lot Fund	10	10	10	10	10
Cemetery Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	60	60	60	60	60

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Department of Public Works' budget is increased \$739,498 or 6.9% for fiscal year 2021. Wages and salaries decrease \$166,313, or 3.9%, primarily due to a reduction in temporary payroll and a hiring lag on vacant positions. This is offset by merit/step adjustments for eligible employees, miscellaneous adjustments to overtime, including increased support for street resurfacing projects, and the reclassification of a Mechanic to a Fleet Crew Leader. Operating expense increases \$922,527 or 15.1% primarily due to the increased cost for the disposal of recyclable materials (\$670,000), contractual increases for disposal of municipal solid waste (\$72,500) and yard waste (\$50,929). Additional increases are utilities (\$40,795) and Vehicle & Equipment Maintenance (\$27,000). Also, this budget provides funding for a Fleet Parts Management Service beginning in January 2021 (\$53,000) in which a vendor will provide a full time Parts Clerk, maintain a parts inventory on site and process all of the documentation associated with purchase and return of parts as well as credits and rebates. As part of this agreement, parts purchased will be deeply discounted from retail rates. This program will allow mechanics more time to work on vehicles, thus increasing productivity. The social security variance is consistent with the changes in wages and salaries.

PUBLIC WORKS MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Highway Town Aid Grant	\$686,369	\$686,369	\$	\$686,369	\$686,593	
TOTAL	\$686,369	\$686,369	\$	\$686,369	\$686,593	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$334,117	\$333,664	\$ 159,197	\$302,983	\$343,647	3.0%
Temporary Payroll	29,411	33,000	16,260	33,000		-100.0%
Overtime	2,165	2,000	1,685	2,000	2,000	
Education Premium Pay	1,020	1,020	468	1,020	1,020	
Office Expense	11,957	8,600	3,270	8,600	8,600	
Dues and Travel	598	400	1,266	400	500	25.0%
Training	10,679	10,000	4,007	10,000	10,000	
Professional Services	5,097	7,500	2,248	7,500	7,500	
Contractual Services		500		500	14,000	2700.0%
Meals	7,200	7,500	7,450	7,500	7,500	
Uniforms & Laundry	33,789	40,500	23,634	40,500	42,850	5.8%
Information Technology	26,389	26,000	21,713	26,000	42,390	63.0%
Telecommunications	16,548	18,000	8,089	18,000	18,000	
Land Lease	32,200	32,200		32,200	32,200	
Social Security	<u>24,515</u>	<u>26,620</u>	<u>11,077</u>	<u>24,273</u>	<u>22,480</u>	-15.6%
TOTAL	\$535,685	\$547,504	\$ 260,364	\$514,476	\$552,687	0.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

PUBLIC WORKS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Management Division is staffed with three full-time positions and the budget reflects anticipated merit increases for eligible employees.

Temporary Payroll: The appropriation for clerical staffing for the front office has been eliminated in fiscal year 2021.

Overtime: The appropriation is for telephone coverage during snow-fighting operations and additional hours required for processing time cards.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation funds paper, postage, copying and office supplies for the department and is reduced based upon experience and anticipated need.

Dues & Travel: This appropriation covers the cost of annual dues for the American Public Works Association which provides useful information on activities, programs and innovations of public works departments throughout the country.

Training: This appropriation funds the University of Connecticut sponsored Road Master/Road Scholar training program and annual certifications directly related to on-the-job work tasks.

Professional Services: This appropriation reflects participation in the CDL-drivers drug and alcohol testing program through the Connecticut Conference of Municipalities.

Contractual Services: This appropriation funds testing services/permitting for the department. This is not a new expense. The increase is related to the movement of funds from recycling professional services; landfill monitoring and commercial storm water permits.

Meals: This appropriation funds the contractual meal allowance paid to eligible full-time employees in the AFSCME Union.

Uniforms & Laundry: This appropriation is for the laundering, repair and replacement of uniform pants and shirts provided by contract to full-time staff, as well as the annual purchase of work safety shoes. The increase reflects the purchase of jackets, per union contract.

Information Technology: This appropriation funds the cost of the department's work order system (Cartegraph), Weatherworks and Easy Clocking Time Clock. The increase is related to the addition of the Fleet Management software to the Asset Essential work management software.

Telecommunications: Reflects the operating costs for desk and cellular telephone services, as well as wireless costs for tablets and other devices used by the department.

Land Lease: The department is leasing land to store materials at a cost of \$32,200 per annum.

Social Security: This appropriation is for required federal payments based on actual wages paid.

CONTRACTUAL SERVICES DIVISION

SUMMARY OF REVENUES						
	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Bulky Waste/Recycling						
Permits	\$115,379	\$95,000	\$ 65,424	\$95,000	\$95,000	
Metal Recycling	3,976	4,500		4,500	4,500	
Recycling Rebate	29,977	35,000	12,403	35,000	20,000	-42.9%
Miscellaneous Revenue	4,574					
Refuse Hauling Licenses	5,100	5,000		5,000	5,000	
Additional Refuse Barrel	<u>47,344</u>	<u>55,000</u>	<u> </u>	<u>55,000</u>	<u>55,000</u>	
TOTAL	\$206,350	\$194,500	\$ 77,827	\$194,500	\$179,500	-7.7%

SUMMARY OF EXPENDITURES						
	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$137,535	\$26,368	\$ 14,739	\$26,368	\$33,676	27.7%
Temporary Payroll	16,052	37,425	7,932	37,425	47,425	26.7%
Overtime	9,147					
Office Expense	860	1,000		1,000	1,000	
Advertising	5,338	3,940	1,212	3,940	6,000	52.3%
Professional Services	32,922	33,000	12	33,000	33,000	
Contractual Services	2,482,600	2,385,740	1,032,119	2,385,740	2,563,516	7.5%
Solid Waste Disposal	1,362,553	1,449,800	548,304	1,554,800	2,098,800	44.8%
Social Security	<u>11,106</u>	<u>7,556</u>	<u>1,187</u>	<u>7,556</u>	<u>6,169</u>	-18.4%
TOTAL	\$4,058,113	\$3,944,829	\$1,605,505	\$4,049,829	\$4,789,586	21.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Public Works Manager	<u>0.5</u>	<u>0.5</u>	<u>0.25</u>	<u>0.25</u>	<u>0.35</u>
TOTAL	0.5	0.5	0.25	0.25	0.35

CONTRACTUAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Environmental Services program is staffed with one-quarter of a full-time Public Works Manager position in fiscal year 2020, with the balance transferred to the Streets division. For FY 2021, the allocation is increased to approximately 35% which reflects the anticipated time spent on the Yard Waste Disposal and Collection program in the Streets division in fiscal year 2021.

Temporary Payroll: The appropriation funds part-time hours to enforce the Town's refuse and recycling regulations. In addition, a part-time Recycling Coordinator position is funded. The increase is related to providing more hours to the position; from 667 annual hours to 1,000 annual hours.

Overtime: Overtime for the bagged leaf collection program has been moved to the Streets Division.

Office Expense: This line item is for the printing cost of skip tags, which are used when bags are presented improperly, and for residential recycling permits.

Advertising: This appropriation funds advertising costs for the leaf collection program, announcements of special collections for electronics, small metal and household hazardous waste and any other special collections that might be instituted as a result of heavy rain, ice storms, high winds or flooding. The additional funding will be utilized for recycling awareness and promotion.

Professional Services: This budget reflects the costs for Recollect Platform Service Renewal direct waste programming, Safety Clean/Clean Harbors waste oil disposal; misc. environmental services waste cleanup and posters, support materials and professional services related to recycling program.

Contractual Services: The appropriation reflects an increase in curbside services as well as continuing a bi-weekly recycling collection.

Solid Waste Disposal: This appropriation reflects the Town's refuse disposal contract with Covanta. The appropriation is increased based upon increased rates (\$76 per ton @ 18,800 tons) as well as a significant increase (\$90 per ton @ 7,200 tons) to dispose of recyclable materials.

Social Security: This appropriation is for required federal payments based on actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	Contractual Services				
	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>
Volume of leaves collected (cubic yards)*	6,637	8,010	6,606	5,750	6,074
Tons of leaves collected*	1,659	2,002	1,651	1,438	1,518
Tons of Waste Recycled	6,942	7,014	6,853	7,269	7,042
Percent of Total Waste Recycled	26.8%	26.4%	26.6%	28.0%	27.8%
Tons of Refuse Collected	18,938	19,533	18,824	18,674	18,246

*The method to calculate the volume and weight of leaves was modified in fiscal year 2015.

STREET MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Special Events	\$5,330	\$10,000	\$	\$10,000	\$10,000	
TOTAL	\$5,330	\$10,000	\$	\$10,000	\$10,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$957,375	\$1,159,918	\$ 538,111	\$1,162,144	\$1,096,062	-5.5%
Temporary Payroll	11,452	32,400	13,628	22,500		-100.0%
Overtime	310,144	320,730	104,475	328,500	300,000	-6.5%
Contractual Services	83,585	154,000	11,382	154,000	100,000	-35.1%
Solid Waste Disposal	20,216	62,000	10,950	56,000	62,000	
Minor Equipment	13,306	15,500	4,405	12,000	13,600	-12.3%
Uniforms & Laundry	3,106	5,000	532	3,500	3,500	-30.0%
Telecommunications	2,545	2,200	1,008	2,200	2,200	
Maintenance & Repairs	2,271	600	593	600	2,500	316.7%
Snow Removal Supplies	362,437	360,550	29,936	360,550	360,600	
Street Maintenance	108,254	105,000	83,113	123,000	127,000	21.0%
Sidewalk Maintenance	4,450	6,000	3,922	6,000	6,000	
Rental/Leases	2,267	2,000	6,500	5,250	3,750	87.5%
Social Security	92,122	110,956	46,484	110,956	104,236	-6.1%
TOTAL	\$1,973,530	\$2,336,854	\$855,039	\$2,347,200	\$2,181,448	-6.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Public Works Manager	1.5	1.5	1.75	1.75	1.65
Crew Leader Streets Division	4	4	4	4	4
Equipment Operator	6	6	6	6	8
Equipment Operator II	4	4	4	4	3
TOTAL	15.5	15.5	15.75	15.75	16.65

STREET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Street Maintenance operation is staffed with 16.65 full-time positions, which includes a reallocation of one position from the Grounds Maintenance division. Non-manager payroll is allocated among Street Maintenance programs as follows: Street Maintenance and Repair (40%); Snow and Ice Control (15%); Street Reconstruction (30%) and Storm Sewer Maintenance (15%). The budget reflects anticipated merit increases for eligible employees and minor reallocation adjustments as well as a hiring lag for vacant positions. For fiscal year 2021, Equipment Operator positions are increased by 2, Equipment Operator II positions are decreased by one and the net increase of one additional position is due to the elimination of an Equipment Mechanic - Grounds position in the Ground Maintenance Division.

Temporary Payroll: This appropriation which was for part-time labor for seasonal help has been eliminated in the fiscal year 2021 budget.

Overtime: This appropriation is for emergency and planned road maintenance, special events, snow and ice control, storm sewer work, and street sweeping outside of normal working hours.

Contractual Services: This appropriation funds the services of snow removal contractors used to plow snow from Town streets. DPW utilizes up to fifteen contractors to supplement Town staff during a plowing operation.

Solid Waste Disposal: This appropriation reflects the estimated disposal cost of materials vacuumed from catch basins and swept from Town streets under the MS4 program.

Minor Equipment: This appropriation represents minor equipment purchases for the street maintenance program, such as mark out paint, cones, caution tape, work zone safety equipment, pumps, compaction equipment, and small engine equipment.

Uniforms & Laundry: This appropriation represents the costs for safety equipment including ear plugs, safety glasses, goggles, hard hats, safety vests and gloves used by staff in the field.

Telecommunications: The department has a wireless internet and cable television subscription to monitor snow operations.

Maintenance & Repairs: This line item reflects costs for snowplow damage repairs (seed and topsoil) and is reduced based upon anticipated need.

Snow Removal Supplies: The appropriation reflects the estimated cost of Clearlane to treat streets for 15 snow events annually. Clearlane is a pre-treatment product and saves the department labor and equipment costs in sweeping streets, cleaning catch basins and cleaning of storm water lines, ponds and streams where sand normally collects.

Street Maintenance: This appropriation reflects the cost of bituminous materials for paving and patching roads, crushed stone for road base, as well as pipe, pre-cast basins, basin tops, cement, sand, and basin brick and block for the maintenance and repair of the storm water collection system. The fiscal year 2021 increase reflects higher asphalt prices and increased pavement preservation activities, as well as increased repair of catch basins.

Sidewalk Maintenance: This appropriation is for emergency sidewalk repairs.

Rental/Leases: This appropriation funds the annual cost for monthly basic cable service for monitoring weather forecasts and emergencies and for the rental of a container to store equipment.

Social Security: This appropriation is for required federal payments based on actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>
Number of sanding & plowing operations	18	14	17	17	12
Percent of snowstorms cleared within 8 hours	89%	92%	89%	100%	100%
Number of instances employees called in to work	n/a	48	45	49	44
Number of pothole work orders completed	456	400	451	839	1,269

n/a – not available

FLEET MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Charges for Services	\$ 60	\$	\$	\$	\$	
TOTAL	\$ 60	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$494,783	\$524,737	\$ 262,032	\$524,737	\$577,301	10.0%
Temporary Payroll	25,025	25,000	6,549	25,000	28,500	14.0%
Overtime	12,992	20,000	12,618	20,000	20,000	
Office Expense	1,037	2,000		2,000	2,000	
Contractual Services	2,515	2,500	2,845	4,150	53,000	2020.0%
Information Technology	2,123	20,119	3,551	10,000	7,200	-64.2%
Telecommunications	11,388	15,000	6,707	15,000	15,000	
Vehicles & Equipment Expense	492,342	442,000	205,907	436,000	469,000	6.1%
Maintenance & Repairs	52,187	49,000	21,203	51,000	51,000	4.1%
Social Security	38,357	45,133	20,071	45,133	47,125	4.4%
TOTAL	\$1,132,749	\$1,145,489	\$541,483	\$1,133,020	\$1,270,126	10.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Public Works Manager	1	1	1	1	1
Fleet Crew Leader					1
Mechanic	6	6	6	6	5
TOTAL	7	7	7	7	7

FLEET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Fleet Maintenance activity is staffed with seven full-time positions, one Manager, one Fleet Crew Leader and five Mechanics. The budget reflects contractual step increases in accordance with the AFSCME union contract and the reclassification of a Mechanic to a Fleet Crew Leader.

Temporary Payroll: This appropriation reflects the cost for two part-time positions. These positions are responsible for keeping the shop and shop floor clean, shuttling cars between the DPW and other Town facilities as needed. This appropriation is increased to meet additional departmental demands.

Overtime: This appropriation is used to address preventive vehicle maintenance deferred during the snow season when the workforce is participating in snow and ice control operations. It is also used to respond to emergency repairs when public safety vehicles break down outside of normal working hours.

Office Expense: Subscriptions and publications required for diagnostic and repair inquiries.

Contractual Services: This is a new program beginning mid-year which funds a contract with an outside vendor to provide parts and inventory management by assigning a full time employee to the Town as well as fully stocking the parts room and managing all parts returns, new orders and rebates. This will significantly free up the administrative time of the Fleet Manager, Fleet Crew Leader and Mechanics related to parts ordering, returning and overall management, thus increasing productivity in the shop.

Information Technology: This appropriation reflects the annual software maintenance support cost and is increased due to implementation of a new fleet maintenance software system. The reduction reflects the movement of the Fleet Management software to the Administration Division.

Telecommunications: This account funds cellular service for the Network Fleet AVL system in use by the Fleet division.

Vehicles & Equipment Expense: This appropriation reflects the cost of parts and equipment used to repair and maintain the Public Works vehicle fleet which consists of approximately 140 vehicles, 50 plows and 35 sanders. The appropriation also includes gas, motor oil and fuel used to operate and service the Town fleet, exclusive of Police and Fire vehicles. The budget for vehicle maintenance increases based upon actual usage.

Maintenance & Repairs: This appropriation funds shop supplies, tools and equipment. It also reflects the costs to repair and maintain shop equipment used for tire mounting, brake drum and rotor repair, vehicle lifts, cranes and compressors.

Social Security: This appropriation is for required federal payments based on actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>
Number of vehicle maintenance work orders completed	865	839	967	1,526	1021
Number of instances employees called in to work	n/a	7	16	1	6

n/a – not available

TRAFFIC SAFETY CONTROL DIVISION
SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ _____	\$30,320	\$ _____	\$30,320	\$37,320	23.1%
TOTAL	\$ _____	\$30,320	\$ _____	\$30,320	\$37,320	23.1%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$414,230	\$476,929	\$ 221,247	\$476,929	\$483,775	1.4%
Temporary Payroll	729					
Overtime	22,106	23,000	6,944	23,000	23,500	2.2%
Dues and Travel		100		100	100	
Contractual Services	53,150	75,500	19,347	57,500	58,175	-23.0%
Solid Waste Disposal	243	500	85	500	500	
Office Equipment	1,256	2,000	427	2,000	2,000	
Uniforms & Laundry	2,603	4,800	2,471	4,800	4,800	
Maintenance & Repairs	71,662	96,750	33,246	96,750	96,750	
Information Tech				1,000	1,000	100.0%
Rental/Leases	2,974	3,445		3,770	3,445	
Social Security	<u>29,431</u>	<u>38,815</u>	<u>16,036</u>	<u>38,815</u>	<u>38,227</u>	-1.5%
TOTAL	\$598,384	\$721,839	\$ 299,803	\$705,164	\$712,272	-1.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Public Works Manager	1	1	1	1	1
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maintenance Worker	1	1	1	1	1
Sign & Mechanical Maintenance Lead	1	1	1	1	1
Streetlight Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	6	6	6	6	6

TRAFFIC SAFETY CONTROL DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Traffic Safety operation is staffed with six full-time positions. The budget reflects full funding of positions and merit increases for eligible staff.

Temporary Payroll: Temporary payroll had been utilized to backfill the vacant full-time Traffic Safety Manager position.

Overtime: This line item funds overtime for problems with traffic signals, street sign and streetlight knockdowns, and the Town's fiber optic network that occur outside normal business hours, as well as overtime for special events.

Dues and Travel: This appropriation funds annual International Municipal Signal Association (IMSA) membership.

Contractual Services: This appropriation funds updates and charges for the Call Before You Dig mark out service and on-street pole transfers by Eversource. The reduction reflects the projected actual costs.

Solid Waste Disposal: This appropriation funds disposal costs in the street lighting program for bulbs and other electrical items that cannot otherwise be recycled.

Office Equipment: This budget is for minor equipment such as tools, parts and equipment for installing and maintaining signals, streetlights, signs and work on the fiber optic network.

Uniforms & Laundry: This appropriation funds safety equipment used in the performance of electrical and sign maintenance operations.

Maintenance & Repairs: This appropriation reflects specialized maintenance repairs and services on the signal maintenance equipment, speed monitoring devices and streetlights, including contractual services for setting or re-setting poles, building foundations for traffic signal controllers and re-setting and re-stringing fiber optic cable. This appropriation is also used by the Sign Shop as the primary supply account for sign materials, cones and barricades and is increased to purchase a plotter to enable in-house sign production.

Information Technology: This appropriation will be used to purchase fiber optic supplies for traffic signal cabinets.

Rental/Leases: This appropriation funds the leasing of a storage container to store sign and signal materials.

Social Security: This appropriation is required for federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>
Number of street light work orders completed	174	265	264	256	316
Number of instances employees called in to work	n/a	43	40	25	23

n/a – not available

GROUNDS MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Miscellaneous Revenue	\$1,960	\$3,000	\$ 725	\$3,000	\$	
TOTAL	\$1,960	\$3,000	\$ 725	\$3,000	\$	

SUMMARY OF EXPENDITURES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$1,034,483	\$1,002,048	\$ 490,350	\$1,022,087	\$999,020	-0.3%
Temporary Payroll	84,524	108,000	57,729	92,000		-100.0%
Overtime	67,940	111,000	42,054	85,000	115,000	3.6%
Contractual Services	74,398	154,300	33,835	138,300	156,300	1.3%
Minor Equipment	23,126	31,450	5,489	30,450	31,450	
Utilities	232,665	251,402	125,701	251,402	292,197	16.2%
Maintenance & Repairs	159,408	234,050	53,492	209,250	234,050	
Social Security	76,159	89,193	39,419	91,125	83,320	-6.6%
Transfer Out	<u>97,803</u>	<u>97,803</u>		<u>97,802</u>	<u>97,803</u>	
TOTAL	\$1,850,506	\$2,079,246	\$ 848,069	\$2,017,416	\$2,009,140	-3.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Public Works Manager	1	1	1	1	1
Crew Leader	3	3	3	3	3
Equipment Mechanic-Grounds	1	1	1	1	
Tree Trimmer	2	2	2	2	2
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	17	17	17	17	16

GROUNDS MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The grounds division, which is staffed with 16 full-time positions, maintains the grounds at all Town and Board facilities. In fiscal year 2021, one position was reallocated to the Streets Division. The appropriation reflects estimated step/merit increases for eligible staff. Of the total, 55% of the payroll is allocated to the Park and Grounds Maintenance program, 20% to the Tree Maintenance program, and 15% to Athletic Field Maintenance. The remaining 10% is allocated to Snow and Ice Control in the Streets Division.

Temporary Payroll: The appropriation funding permanent and seasonal part-time help has been eliminated in the 2021 budget.

Overtime: Overtime is used for peak ball field maintenance periods, spring and fall clean-ups, emergency call-ins for tree work, weekend trash pick-up in the parks, and for special events such as Celebrate! West Hartford. Overtime is increased based on anticipated workload.

Contractual Services: This appropriation reflects the cost for contractors to perform channel maintenance and roadside mowing, fence repairs, irrigation repairs and servicing, supplemental tree work not done by Town tree crews, athletic field maintenance services such as over-seeding and topdressing, and all other contractual work performed for Town and school grounds.

Minor Equipment: This appropriation reflects the purchase of small power equipment used for the mowing and trimming of turf and plants, snow removal equipment for sidewalks and bridges, tree maintenance equipment such as chain saws, ropes and pruning tools, as well as equipment for athletic field line painting, fertilizing and pesticide spraying equipment.

Utilities: This appropriation reflects a contribution to the Utilities Services Fund for electricity, natural gas and water at five Town parks (Beachland, Fern, Eisenhower, Kennedy and Wolcott). The budget is used for lighting the parks, operating the pool facilities, running athletic field irrigation systems, and a lighted tennis court, basketball court and baseball field at Wolcott Park. The natural gas cost is for heat at the Beachland and Fern Park facilities. This appropriation increases based upon rates and the amortization of the Utility Services Fund prior years gains and losses.

Maintenance & Repairs: This appropriation reflects costs for minor interior and exterior repairs at Town park facilities such as garage door repairs, electrical and plumbing repairs and general carpentry repairs. This budget also funds the purchase of annuals, perennials and woody ornamentals, topsoil, mulch, seed, trees, irrigation supplies, supplies used for park bench repairs and trash containers, signs and sign repairs, and all general grounds maintenance needs for parks and grounds at Town buildings. The repair and preventive maintenance of power equipment that is not registered and plated is also funded here. This includes mowing and trimming equipment, leaf and snow removal equipment, tree maintenance equipment, athletic field maintenance equipment and all power hand tools. This appropriation also funds the purchase of fertilizers, pesticides, drying agents, ball field mixes and other supplies used for athletic field maintenance at both Town and BOE fields. In addition, it covers line painting material, pitching rubbers and home plates, soccer goals and netting, and all materials used in the set-up of athletic fields. Finally, it includes the costs associated with the maintenance and repair of the synthetic athletic fields at both Hall and Conard High Schools.

Social Security: This appropriation is for required federal payments based on actual wages paid.

Transfer Out: Reimbursement of the cost of benefits paid by the Public Schools for the four Board of Education Grounds Maintainers.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>
Number of tree issue work orders completed	127	129	117	323	312
Number of instances employees called in to work	n/a	25	16	4	9

n/a – not available

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Charges for Services	\$1,854,373	\$1,942,000	\$1,792,328	\$1,999,000
Management Fee – BBS	1,104,745	731,446	818,908	932,261
Fines & Forfeitures	104,102	87,500	87,500	87,500
Interest Income	<u>30,940</u>	<u>20,000</u>	<u>21,872</u>	<u>20,000</u>
Total Revenues & Other Resources	\$3,094,160	\$2,780,946	\$2,720,608	\$3,038,761

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Municipal Parking Operations	\$1,963,868	\$2,576,916	\$2,190,364	\$2,446,669
BBS Parking Operations	<u>1,104,745</u>	<u>731,446</u>	<u>818,908</u>	<u>932,261</u>
Total Expenditures & Other Uses	\$3,068,613	\$3,308,362	\$3,009,272	\$3,378,930

CHANGE IN FUND BALANCE	\$ 25,547	(\$ 527,416)	(\$ 288,664)	(\$ 340,169)
BEGINNING BALANCE	\$2,678,651	\$2,704,198	\$2,704,198	\$2,415,534
ENDING BALANCE	\$2,704,198	\$2,176,782	\$2,415,534	\$2,075,365

Fund: Parking Lot Fund
Department: Public Works

PURPOSE

A budgeted fund established on July 1, 1995 to account for revenue and expenditures related to gated off-street parking services in West Hartford Center. The scope of the fund has since been expanded to include on-street parking management and Town-center business support activities. The purpose of the fund is to isolate the costs and revenues associated with these operations. These costs include daily operations, equipment and grounds maintenance, and the cost of full-time employees devoted to the lots. The Town leases the land for the lots from private owners. In addition, beginning in fiscal year 2008 the fund provides parking operation services for the West Hartford Center-Special Services District and receives a management fee equal to the cost of said services.

LONG-TERM STRATEGY

The goal of the fund is to cover all operating costs and contribute an amount to fund balance each year to be used as a reserve for capital expenditures. In this way, the General Fund is not required to fund capital purchases related to parking services.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Charges for Services	\$1,975,000	\$1,987,000	\$2,043,000	\$1,977,000	\$1,958,000
Management Fee	936,000	842,000	1,208,000	1,211,000	1,105,000
Interest Income	<u>4,000</u>	<u>6,000</u>	<u>6,000</u>	<u>14,000</u>	<u>31,000</u>
TOTAL REVENUES	\$2,915,000	\$2,835,000	\$3,257,000	\$3,202,000	\$3,094,000
<u>Expenditures:</u>					
Operational	<u>\$2,432,000</u>	<u>\$2,640,000</u>	<u>\$3,126,000</u>	<u>\$2,864,000</u>	<u>\$3,069,000</u>
TOTAL EXPENDITURES	\$2,432,000	\$2,640,000	\$3,126,000	\$2,864,000	\$3,069,000
OPERATING RESULTS	\$ 483,000	\$ 195,000	\$ 131,000	\$ 338,000	\$ 25,000
FUND BALANCE	\$2,015,000	\$2,210,000	\$2,341,000	\$2,679,000	\$2,704,000

Fund: Parking Lot Fund
Department: Public Works**REVIEW OF PERFORMANCE**

In fiscal year 2008 the fund assumed responsibility for managing and operating the two parking garages in the West Hartford Center-Special Services District, in addition to the existing municipal lots. Doing so required the addition of personnel, the cost of which is shared between the municipal parking operations and the garage operations. The Parking Lot Fund is paid a management fee from the West Hartford Center-Special Services District in an amount equal to the expenditures to operate and manage the garage operations. The Parking Lot Fund has accumulated fund balance of \$2,704,198 as of June 30, 2019.

FISCAL YEAR 2020 OPERATING RESULTS

The fiscal year 2020 budget reflects expenditures relating to the BBS parking operations of \$818,908 which is slightly higher due to the significant projected increase banking fees and temporary payroll projections. This will be offset with a corresponding management fee equal to these costs. Revenues from municipal lots are expected to reach \$1,901,700, inclusive of \$87,500 in parking violation revenue for tickets issued by the fund's parking monitors and interest income of \$21,872. Effective January 1, 2020, sales tax will be levied on all metered transient parking. Additionally, starting in March/April 2020, the Town will charge credit card users an additional fee to offset the bank processing fees associated with credit card transactions. Metered parking rates now in effect are \$1.60 per hour on cash transactions (this includes the base parking rate of \$1.50 per hour plus \$.10 Connecticut sales tax) and \$1.75 per hour for credit card transactions (\$1.50 base rate, \$.14 to offset bank fees for credit card transactions and \$.11 Connecticut sales tax).

The fund expects to have a shortfall of \$288,664 for the year, resulting in fund balance of \$2,415,534.

FISCAL YEAR 2021 BUDGET

The fiscal year 2021 budget incorporates the new transient metered parking rates of \$1.60 per hour for cash transactions and \$1.75 for credit card transactions. These new rates will offset approximately \$127,000 of Connecticut sales tax and approximately \$157,500 of bank fees associated with credit card transactions.

The fund expects to have a deficit of \$340,169 for the year, resulting in fund balance of \$2,075,365.

PARKING LOT FUND

The mission of the Parking Lot Fund is to operate the Town's municipal parking operations, which include gated off-street parking lots and on-street parking meters, and provide parking operation services for the West Hartford Center-Special Services District in exchange for a management fee equal to the cost of said services.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2018-19</u>	<u>2019-20</u>	<u>6 Months</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Charges for Services	\$1,854,373	\$1,942,000	\$1,136,149	\$1,792,328	\$1,999,000	2.9%
Management Fee – BBS	1,104,745	731,446		818,908	932,261	27.5%
Fines & Forfeitures	104,102	87,500		87,500	87,500	
Interest Income	<u>30,940</u>	<u>20,000</u>	<u>21,872</u>	<u>21,872</u>	<u>20,000</u>	
TOTAL	\$3,094,160	\$2,780,946	\$1,158,021	\$2,720,608	\$3,038,761	9.3%
<u>Expenditures:</u>						
Wages & Salaries	\$ 882,621	\$ 913,018	\$481,942	\$ 879,178	\$1,017,253	11.4%
Operating Expense	1,167,967	1,149,217	757,756	1,239,967	1,316,317	14.5%
Equipment	173,613	406,000	82,301	50,000	100,000	-75.4%
Fringe Benefits	<u>844,412</u>	<u>840,127</u>	<u>575,318</u>	<u>840,127</u>	<u>945,360</u>	12.5%
TOTAL	\$3,068,613	\$3,308,362	\$1,897,317	\$3,009,272	\$3,378,930	2.1%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Public Works Manager	1.0	1.0	1.0	1.0	1.0
Crew Leader	1.0	1.0	1.0	1.0	1.0
Accounting Specialist	1.0	1.0	1.0	1.0	1.0
Senior Parking Monitor			1.0	1.0	1.0
Parking Monitor	4.0	4.0	2.0	2.0	2.0
Grounds Maintainer			1.0	1.0	1.0
Parking Lot Gate Attendant	<u>3.0*</u>	<u>3.0*</u>	<u>3.0*</u>	<u>3.0*</u>	<u>3.0*</u>
TOTAL	10.0	10.0	10.0	10.0	10.0

* Permanent part-time positions, 1500 hours per annum.

BUDGET & PROGRAM HIGHLIGHTS

The budget for the Parking Lot Fund is increased \$70,568 or 2.1% for fiscal year 2021. Wages and salaries increase by \$104,235 or 11.4%. The overall change includes: an increase in regular payroll due to the transfer of one Police Officer position from the General Fund, estimated contractual cost-of-living and merit increases, an increase in temporary payroll (\$21,000) due to the increase in the minimum wage hourly rate, offset by a decrease (\$23,841) in overtime. Overall operating expenses increase \$167,100 primarily due to

ANNUAL BUDGET 2020-2021

the increased costs related to banking services (credit card fees) and community event programming. A significant reduction in the Miscellaneous Operating Equipment account (\$306,000) reflects the purchase of less equipment in fiscal year 2021 and an increase in Fringe Benefits (\$183,074) is the net reflection of overall benefits adjustments, including an increase in benefits associated with the transfer of the Police Officer position from the General Fund.

Fund: Parking Lot Fund

Department: Public Works

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>6 Months</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Regular Payroll	\$541,095	\$567,921	\$309,794	\$567,921	\$668,705	17.7%
Temporary Payroll	231,709	205,000	118,621	205,000	226,000	10.2%
Overtime	103,639	134,000	49,297	100,160	110,159	-17.8%
Holiday	4,178	4,097	2,980	4,097	8,388	104.7%
Education Premium Pay	2,000	2,000	1,250	2,000	4,000	100.0%
Office Expense	18,137	24,500	23,543	32,500	24,500	
Dues and Travel	734	2,600	595	2,600	2,600	
Training	435	2,000		2,000	2,000	
Advertising	2,071	2,600		2,600	2,600	
Professional Services	4,191	5,000	3,127	5,000	5,000	
Contractual Services	687,429	677,470	434,410	759,220	827,400	22.1%
Office Equipment	1,512	10,000		5,000	10,000	
Uniforms and Laundry	2,955	3,000	1,837	3,000	3,000	
Utilities	159,279	112,681	56,340	112,681	123,301	9.4%
Telecommunications	2,910	2,700	1,385	2,700	2,450	-9.3%
Vehicles & Equipment Exp	9,279	5,000	924	5,000	5,000	
Maintenance & Repairs	57,918	69,000	17,782	75,000	69,000	
Snow Removal Supplies	1,053	6,000	1,054	6,000	6,000	
Rental/Leases	220,064	226,666	216,759	226,666	233,466	3.0%
Operating Equipment	173,613	406,000	82,301	50,000	100,000	-75.4%
Social Security	55,451	60,872	29,825	60,872	68,307	12.2%
Pension	301,229	311,732	311,732	311,732	325,122	4.3%
Risk Management Expense	487,732	467,523	233,761	467,523	551,932	18.1%
Total Department	\$3,068,613	\$3,308,362	\$1,897,317	\$3,009,272	\$3,378,930	2.1%

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Charges for Services	\$ 206,953	\$ 245,000	\$ 270,000	\$ 362,500
Sale of Lots	96,647	119,800	100,000	244,375
Interest Income	26,413	20,000	20,000	20,000
Transfer In	<u>100,496</u>			
Total Revenues & Other Resources	\$ 430,509	\$ 384,800	\$ 390,000	\$ 626,875

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Cemetery Operations	\$ <u>378,932</u>	\$ <u>384,502</u>	\$ <u>384,502</u>	\$ <u>476,342</u>
Total Expenditures & Other Uses	\$ 378,932	\$ 384,502	\$ 384,502	\$ 476,342

CHANGE IN FUND BALANCE	\$ 51,577	\$ 298	\$ 5,498	\$ 150,533
BEGINNING BALANCE	\$1,686,986	\$1,738,563	\$1,738,563	\$1,744,061
ENDING BALANCE	\$1,738,563	\$1,738,861	\$1,744,061	\$1,894,594

Fund: Cemetery Operating Fund
Department: Public Works

PURPOSE

A budgeted fund created to account for donations, sale of lots, and other resources provided for the care and maintenance of Town owned and operated cemeteries. Operating revenues and fund balance are utilized for operating expenses and capital improvements.

LONG-TERM STRATEGY

The fund will generate sufficient revenue to cover annual operating expense and utilize fund balance solely for capital equipment or improvements.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Charges for Service	\$386,000	\$343,000	\$357,000	\$407,000	\$304,000
Interest Income	8,000	6,000	6,000	14,000	26,000
TOTAL REVENUES	\$394,000	\$349,000	\$363,000	\$421,000	\$330,000
<u>Expenditures:</u>					
Operational	\$346,000	\$344,000	\$315,000	\$391,000	\$376,000
TOTAL EXPENDITURES	\$346,000	\$344,000	\$315,000	\$391,000	\$376,000
TRANSFERS (TO)/FROM OTHER FUNDS	(\$313,000)	(\$3,000)	(\$213,000)	(\$3,000)	\$97,000
OPERATING RESULTS	(\$265,000)	\$2,000	(\$165,000)	\$27,000	\$51,000
FUND BALANCE	\$1,823,000	\$1,825,000	\$1,660,000	\$1,687,000	\$1,738,000

Fund: Cemetery Operating Fund**Department: Public Works****REVIEW OF PERFORMANCE**

The Cemetery Operations program uses a blended workforce, with Town employees performing the administration, customer service and grave opening/closing functions and a private contractor performing the grounds maintenance function. As of June 30, 2019 fund balance inclusive of the Permanent Reserve account totaled \$1,738,563.

FISCAL YEAR 2020 OPERATING RESULTS

The Town's cemetery pricing schedule is based on the consumer price index (CPI). CPI indexes have averaged approximately 2% increases from year to year, over the last 3 years. During the same timeframe, operating costs have increased an average of 5%. These increases are driven primarily by the costs of maintenance services, pension and benefits. On the revenue side, Fairview Cemetery is running out of inventory. The additional 217 lots located at 60 North Main may extend the Town's inventory for burial options by 8 to 10 years. When the Town exhausts its inventory, it would enter a perpetual maintenance phase without a revenue stream.

Currently, the cemetery operations is utilizing its reserve fund in order to meet operating expenses. If this practice continues without making profound changes, the Town will deplete its reserve fund. At the recommendations of the management team, Town Council has adopted a fee schedule that will recover the cemetery financial outlook over the next 10 years. The schedule includes a 25% increase in fiscal year 2021 and annual increase of 10% for the next 9 years. It will bolster fund balance and ensure that the Cemetery Fund is in a better position to deliver perpetual care moving forward.

It is estimated that revenues of \$390,000 will be achieved in fiscal year 2020 with corresponding expenditures of \$384,502, resulting in a surplus of \$5,498. As of June 30, 2020, fund balance inclusive of the Permanent Reserve account is estimated to be \$1,744,061.

FISCAL YEAR 2021 BUDGET

The budget for fiscal year 2021 estimates revenue of \$626,875 with corresponding expenditures of \$476,342, resulting in a surplus of \$150,533. It is anticipated that fund balance inclusive of the Permanent Reserve account will total \$1,894,594 by June 30, 2021.

Fund: Cemetery Operating Fund
Department: Public Works

CEMETERY OPERATING FUND

The mission of the Cemetery Operating Fund is to provide care and maintenance of Town owned and operated cemeteries in a manner which balances needs against available resources.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2018-19</u>	<u>2019-20</u>	<u>6 Months</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Cemetery Service Charges	\$206,953	\$245,000	\$138,229	\$270,000	\$362,500	48.0%
Sale of Lots	96,647	119,800	52,548	100,000	244,375	104.0%
Interest on Investment	26,413	20,000	15,213	20,000	20,000	
Transfer In	<u>100,496</u>					
TOTAL	\$430,509	\$384,800	\$205,990	\$390,000	\$626,875	62.9%
<u>Expenditures:</u>						
Wages & Salaries	\$132,695	\$124,785	\$61,801	\$124,785	\$139,192	11.5%
Operating Expense	144,020	142,635	82,574	142,635	178,593	25.2%
Fringe Benefits	<u>102,217</u>	<u>117,082</u>	<u>75,832</u>	<u>117,082</u>	<u>158,557</u>	35.4%
TOTAL	\$378,932	\$384,502	\$220,207	\$384,502	\$476,342	23.9%

<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1

BUDGET & PROGRAM HIGHLIGHTS

The Cemetery Operating Fund budget increases \$91,840 or 23.9% for fiscal year 2021. Wages and salaries reflect anticipated cost-of-living and merit increases. Operating expense increases \$35,958, primarily due to a study related to additional operational options to increase burial space and miscellaneous maintenance required. Fringe benefit costs increase based upon required contributions to the Town's Risk Management and Pension Funds. Based upon revenues of \$626,875, the Fund is expected to experience a surplus of \$150,533.

Fund: Cemetery Operating Fund
Department: Public Works

SUMMARY OF EXPENDITURES						
Expenditures	Actual 2018-19	Adopted 2019-20	Actual 6 Months	Estimated 2019-20	Adopted 2020-21	Percent Change
Regular Payroll	\$69,427	\$71,785	\$28,530	\$71,785	\$74,192	3.4%
Temporary Payroll	45,104	37,000	\$22,691	37,000	45,000	21.6%
Overtime	18,164	16,000	10,580	16,000	20,000	25.0%
Office Expense	591	1,540	1,114	1,540	1,340	-13.0%
Professional Services	1,800		2,450		20,000	100.0%
Contractual Services	96,966	102,000	61,600	102,000	115,000	12.7%
Office Equipment	596	1,500	639	1,500	1,000	-33.3%
Utilities	21,115	13,495	8,399	13,495	19,453	44.1%
Telecommunications	2,165	1,800	1,159	1,800	1,800	
Vehicles and Equipment	5,877	4,500	1,827	4,500	3,000	-33.3%
Maintenance & Repairs	13,489	15,800	3,802	15,800	15,000	-5.1%
Miscellaneous Supplies	1,421	2,000	1,584	2,000	2,000	
Social Security	6,601	9,292	2,058	9,292	5,567	-40.1%
Pension	41,088	42,982	42,982	42,982	39,681	-7.7%
Risk Management Expense	51,304	61,584	30,792	61,584	113,309	84.0%
Transfer Out	<u>3,224</u>	<u>3,224</u>	<u></u>	<u>3,224</u>	<u></u>	-100.0%
TOTAL	\$378,932	\$384,502	\$220,207	\$384,502	\$476,342	23.9%

DEPARTMENT: PUBLIC WORKS

FULL-TIME POSITION SCHEDULE

	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
GENERAL FUND					
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Public Works Manager	5	5	5	5	5
Crew Leader-Streets	4	4	4	4	4
Equipment Operator	6	6	6	6	8
Equipment Operator II	4	4	4	4	3
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maint. Worker	1	1	1	1	1
Sign & Mechanical Maint. Lead	1	1	1	1	1
Streetlight Technician	2	2	2	2	2
Fleet Crew Leader	0	0	0	0	1
Mechanic	6	6	6	6	5
Crew Leader-Grounds	3	3	3	3	3
Equipment Mechanic-Grounds	1	1	1	1	0
Tree Trimmer	2	2	2	2	2
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL GENERAL FUND	49	49	49	49	49
PARKING LOT FUND					
Public Works Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Senior Parking Monitor		1	1	1	1
Parking Monitor	4	2	2	2	2
Grounds Maintainer		1	1	1	1
Parking Lot Gate Attendant*	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL PARKING LOT FUND	10	10	10	10	10
CEMETERY FUND					
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL CEMETERY FUND	1	1	1	1	1
TOTAL PUBLIC WORKS-ALL FUNDS	60	60	60	60	60

* Parking Lot Gate Attendant is a permanent part-time position, 1500 hours per annum.

DEPARTMENT OF PLANT & FACILITIES SERVICES**MISSION**

The mission of the department is to enhance the public appearance of the Town and preserve assets via cost effective maintenance, facility operation and capital improvements.

This mission is accomplished through the following programs:

- Daily service program addressing routine operation and upkeep of town buildings.
- A program of planned maintenance of building equipment and systems.
- Unplanned maintenance program to respond to unexpected and emergency repairs.
- A capital improvement program to enhance the physical appearance of public spaces, preserve building infrastructure and upgrade mechanical systems.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Contained operating costs such as overtime and maintenance costs while continuing to provide satisfactory service levels.
- ✓ Accurately estimated energy budget and continue to secure favorable electricity supply pricing.
- ✓ Reduced electricity consumption for both the BOE and town to under 16 million kilowatt (kWh), down from 21 million kWh five years ago, due in part to energy conservation projects.
- ✓ Upgraded work order system to improve work flow and improve communication regarding work order status to customers.
- ✓ Provided a condition assessment report for Town buildings.
- ✓ Rebid professional design services for architects and engineers, in cooperation with the Department of Financial Services, to diversify our portfolio of design professionals.
- ✓ Hired and trained two new Building Maintenance Technicians to help maintain Town buildings.
- ✓ Oversaw numerous capital improvement projects including flooring replacements, roof replacements, and improvements to building mechanical systems.

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Continue to improve customer communication and develop customer service metrics.
- ❖ Lead the multi-departmental effort to submit an application for a higher certification level in the Sustainable CT program.
- ❖ Improve recruitment and hiring of part-time custodial staff.

DEPARTMENT OF PLANT & FACILITIES SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Miscellaneous Revenue	\$ 976	\$	\$	\$	\$	
Transfers from Other Funds	<u>194,790</u>	<u>148,992</u>	<u> </u>	<u>148,992</u>	<u>100,468</u>	-32.6%
TOTAL	\$195,766	\$148,992	\$	\$148,992	\$100,468	-32.6%
<u>Expenditures:</u>						
Wages & Salaries	\$1,005,183	\$1,141,854	\$ 535,017	\$1,093,587	\$1,206,874	5.7%
Operating Expense	<u>1,854,295</u>	<u>858,934</u>	<u>471,772</u>	<u>870,234</u>	<u>765,381</u>	-10.9%
Social Security	<u>74,641</u>	<u>80,187</u>	<u>36,667</u>	<u>80,187</u>	<u>91,134</u>	13.7%
TOTAL	\$2,934,119	\$2,080,975	\$1,043,456	\$2,044,008	\$2,063,389	-0.8%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
General Fund*	9.25	9.50	9.50	9.50	9.50

* One position is unfunded prior to fiscal year 2020 and half-funded in fiscal years 2020 and 2021.

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2021 budget for the Department of Plant & Facilities Services is decreased \$17,586 or 0.8% from the prior year. Wages and salaries increase \$65,020 or 5.7% due to an increase in temporary payroll to meet the additional cleaning needs due to the COVID-19 pandemic as well as minimum wage increases. The increase in regular payroll is due to merit increases for eligible employees. These increases are offset by a reduction in overtime based upon experience. Operating expense decreases \$93,553, primarily due to a decrease in the contribution to the Utilities Services Fund of \$102,603 offset by increases in the maintenance supplies (\$5,000) and contractual services (\$5,000) based upon experience and need. The social security appropriation increases by \$10,947 or 13.7% based on budgeted wages.

The transfer in from the Capital Projects Fund reimburses wages and social security for the Capital Projects Manager and Administrative Assistant positions. This is year two of a four plan to eliminate the practice of paying for Capital Projects staff with bond funds.

ANNUAL BUDGET 2020-2021

FACILITIES SERVICES DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ 976	\$ _____	\$ _____	\$ _____	\$ _____	
TOTAL	\$ 976	\$ _____	\$ _____	\$ _____	\$ _____	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$429,187	\$502,451	\$ 230,898	\$477,784	\$524,317	4.4%
Temporary Payroll	334,325	323,000	162,959	323,000	392,350	21.5%
Overtime	59,420	111,650	52,137	106,550	101,500	-9.1%
Office Expense	153	325	164	325	325	
Dues and Travel		100		100	100	
Contractual Services	222,364	185,000	121,771	200,000	190,000	2.7%
Meals	5,585	6,200	3,975	6,000	6,000	-3.2%
Uniforms & Laundry		2,250		1,150	2,250	
Utilities	1,502,816	543,909	271,955	543,909	441,306	-18.9%
Telecommunications	4,381	6,800	2,303	5,100	5,600	-17.6%
Building Maintenance	116,096	107,500	70,676	107,500	112,500	4.7%
Vehicles & Equipment Expense	1,724	3,500	738	3,300	3,950	12.9%
Maintenance & Repairs		750		750	750	
Miscellaneous Supplies	550	1,500		1,500	1,500	
Social Security	<u>61,157</u>	<u>65,993</u>	<u>30,079</u>	<u>65,993</u>	<u>78,385</u>	18.8%
TOTAL	\$2,737,758	\$1,860,928	\$947,655	\$1,842,961	\$1,860,833	

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Director of Plant & Facilities Services*	0.5	0.5	0.5	0.5	0.5
Services Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	4
Plumber	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7.5	7.5	7.5	7.5	7.5

* This position is shared with the Board of Education.

** One position is unfunded prior to fiscal year 2020 and half funded for fiscal years 2020 and 2021.

FACILITIES SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Regular payroll funds the wages for full-time positions involved in the daily maintenance and operation of town buildings and facilities, as detailed on the previous page. In addition, a Board of Education HVAC Mechanic who maintains town buildings is budgeted in this division. In fiscal year 2021, a full year of funding is included for the previously vacant building maintenance technician position and the full-time plumber position is being filled for half a work year.

Temporary Payroll: Temporary payroll includes the wages for part-time custodians. Part-time employees work no more than 20 hours per week and have limited benefits. Contractual step increases and wage adjustments due to minimum wage increases are included in the appropriation. The fiscal year 2021 appropriation increased (\$37,350) to maintain Town facilities for the safety of employees and the public due to COVID-19.

Overtime: Overtime is utilized to pay for labor of hourly employees outside of their normal work hours. Overtime is used for emergencies, to perform building maintenance tasks that cannot be performed when there are other employees or the public is present in a building, and to provide event support to Leisure Services (Town Hall Auditorium, Elmwood Community Center, Bishops Corner Senior Center) and the Libraries. The appropriation has been reduced based upon anticipated workflow needs and reimbursement rates from other funds.

Office Expense: Office expenses include office supplies such as copy paper, copier rental and postage.

Dues and Travel: The appropriation represents mileage reimbursement, as needed.

Contractual Services: This appropriation is for specialized services provided by contractors that our in-house employees are unable to perform. These services include fire alarm testing and monitoring services, sprinkler system testing, elevator maintenance and inspection, electrical work, water treatment for boilers and air conditioning systems, and boiler tune-ups. The appropriation is increased by \$10,000 based upon experience, anticipated needs, and increasing cost for labor and materials.

Meals: Meal allowances are obligated under union contracts when employees work extended shifts on their regular work day or during overtime situations.

Uniforms and Laundry: Uniforms and laundry includes the rental of uniforms and the purchase of safety shoes as provided by contract to the following employees: Building Maintenance Crew Leader and Technicians (3), Plumber, HVAC Mechanic and part-time Custodians (20).

Utilities: This appropriation represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, natural gas and water for Town buildings, as well as streetlights and traffic signals. The fiscal year 2021 budget reflects an increase due to amortization of surplus in the USF, a reduction in the appropriation for streetlights offset by increased rates for natural gas, electricity, and fire hydrants.

Electricity – The electricity budget (\$163,869) assumes consistent usage with an increased rate and a reduction in the surplus being amortized.

Natural Gas – The Town and Board of Education continuously monitor market conditions and prices between third party marketers and the local utility. The budget for fiscal year 2021 (\$147,644) is based upon average consumption over the past two years, an increase in anticipated rates, and reduced amortization of accumulated surplus.

Water – Water services are provided by the Metropolitan District Commission and prices are expected to increase due to the surcharge to finance the MDC’s Clean Water Project while consumption is consistent (\$33,706).

Streetlights and Traffic Signals – This contribution to the Utilities Services Fund (\$96,087) has increased from the prior year due to significant savings from energy conservation projects and amortization of accumulated surplus in fiscal year 2020, not available in 2021.

Telecommunications: The telecommunications budget pays for seven land-based telephones, four pagers and four cell phones used by Plant and Facilities Services staff. Also, seven phone lines are required for fire alarm monitoring systems and emergency telephones in elevators. This appropriation is reduced by \$1,200 based upon actual experience and anticipated decreased cost for cell phones.

Building Maintenance: Building maintenance funding is used to purchase supplies and items used in the daily maintenance and repair of town buildings. Supplies include paper towels, toilet paper, cleaning products, and parts for plumbing and HVAC repairs. Minor capital items are also purchased under this account and include motors and other small fixed equipment used in building systems. This appropriation is increased \$5,000 based upon actual experience.

Vehicles and Equipment Expense: The vehicles and equipment appropriation is used to pay for operating costs and repairs to the vehicles assigned to Plant and Facilities Services. The vehicles, which include two vans and two pick-up trucks, are utilized by staff in traveling from building to building and for moving supplies and equipment. This appropriation is increased \$450 based upon actual experience and anticipated increases in fuel costs.

Maintenance & Repairs: This appropriation funds the repair of tools and equipment used by the Plant and Facilities Services staff.

Miscellaneous Supplies: Funding is included for employee training and development in order to meet annual OSHA training requirements and development of employee skills.

Social Security: This appropriation is for required federal payments based upon actual wages paid and varies depending upon participation in the alternative social security program.

PROGRAM PERFORMANCE MEASURES AND INDICATORS**Completed Work Orders by Fiscal Year**

<u>Trade</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>
Contractor (Carpentry, Electrical, Painting, etc.)	439	416	320	335	354
HVAC	429	453	465	455	460
Plumbing	<u>226</u>	<u>208</u>	<u>166</u>	<u>159</u>	<u>165</u>
Total Work Orders	1,094	1,077	951	949	979

CAPITAL PROJECTS MANAGEMENT DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Transfer from Other Funds	\$194,790	\$148,992	\$74,496	\$148,992	\$100,468	-32.6%
TOTAL	\$194,790	\$148,992	\$74,496	\$148,992	\$100,468	-32.6%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$181,231	\$183,733	\$ 88,555	\$185,233	\$187,687	2.2%
Temporary Payroll		20,000				-100.0%
Education Premium Pay	1,020	1,020	468	1,020	1,020	
Office Expense	424	250	103	250	250	
Dues and Travel		50		50	50	
Training		500			500	
Printing/Binding Services	52	50	29	50	50	
Telecommunications	150	250	60	250	250	
Social Security	<u>13,484</u>	<u>14,194</u>	<u>6,588</u>	<u>14,194</u>	<u>12,749</u>	-10.2%
TOTAL	\$196,361	\$220,047	\$ 95,803	\$201,047	\$202,556	-7.9%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

CAPITAL PROJECTS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds a Capital Projects Manager and an Administrative Assistant. The budget includes estimated merit increases for eligible employees.

Temporary Payroll: This appropriation is to fund a part-time employee to assist with the management of capital projects, as needed, and has been eliminated in fiscal year 2021.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: Appropriation for postage and office supplies for the division.

Dues and Travel: Appropriation for mileage reimbursement for employees.

Training: This appropriation is for training for capital project management staff, as needed.

Printing/Binding Services: Misc. printing as needed.

Telecommunications: This line item funds the costs associated with land line and cellular phone service for divisional employees.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Miscellaneous Revenue	\$	\$	\$	\$
Interest Income	21,294	5,000	5,000	5,000
Contributions from Other Funds	<u>5,310,351</u>	<u>4,379,252</u>	<u>4,379,252</u>	<u>4,191,794</u>
Total Revenues & Other Resources	\$5,331,645	\$4,384,252	\$4,384,252	\$4,196,794

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Energy Management Services	\$ 84,100	\$ 100,000	\$ 85,500	\$ 100,000
Utilities Expense	<u>4,664,196</u>	<u>5,070,558</u>	<u>4,513,967</u>	<u>5,001,117</u>
Total Expenditures & Other Uses	\$ 4,748,296	\$5,170,558	\$ 4,599,467	\$5,101,117

CHANGE IN FUND BALANCE	\$ 583,349	(\$ 786,306)	(\$ 215,215)	(\$ 904,323)
BEGINNING BALANCE	\$ 1,190,855	\$1,774,204	\$1,774,204	\$1,558,989
ENDING BALANCE	\$ 1,774,204	\$ 987,898	\$1,558,989	\$ 654,666

Fund: Utilities Services Fund

Department: Plant and Facilities Services

PURPOSE

The Utilities Services Fund was created to manage the volatility of energy costs. This internal service fund centralizes the process of receiving and paying utility bills and ensures they are recorded into an energy management system and reviewed for accuracy by an outside consultant. This centralization assists in the identification of energy usage trends and anomalies and creation of the annual budget. During the fiscal year, monthly transfers are made from the utility budget line items to the internal service fund. Any volatility in energy costs is absorbed by the internal service fund and amortized in the subsequent year's budget. Led by the Energy Specialist, Town and BOE staff work cooperatively with the purchasing office in the competitive procurement of energy suppliers and negotiation of supply agreements. The Energy Specialist also works closely with the facility management operation to identify patterns of energy usage and opportunities to reduce energy consumption.

LONG-TERM STRATEGY

The Utility Services Fund was established with funding of \$876,310 received in fiscal year 2007 from Eversource, formerly Northeast Utilities, for overcharging the Town for street lighting costs. The Energy Specialist is funded from the Utilities Services Fund. Actual versus expected utility costs are analyzed each year and any variance is amortized over a two year period in order to maintain fund balance while managing the volatility of energy costs. Estimated costs were developed for the current fiscal year and used as the basis for developing estimates for the budget. These estimates are then adjusted for consumption patterns and anticipated pricing changes.

Utility Costs Summary						
	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Estimate FY 2020</u>	<u>Adopted FY 2021</u>
<u>TOWN</u>						
Electric	\$ 924,045	\$ 961,104	\$ 920,761	\$ 826,966	\$ 790,728	\$ 865,249
Fuel Oil	5,376	9,144	8,918	11,275		11,260
Natural gas	162,180	190,233	206,238	231,546	250,254	275,281
Street & traffic lighting	394,730	339,576	230,705	178,776	172,765	187,759
Water & Hydrants	<u>361,161</u>	<u>411,134</u>	<u>391,882</u>	<u>594,383</u>	<u>507,386</u>	<u>566,168</u>
TOTAL	\$1,847,492	\$1,911,191	1,758,504	\$1,842,946	\$1,721,133	\$1,905,717
<u>PUBLIC SCHOOLS</u>						
Heating	\$ 544,396	\$ 629,197	\$ 671,955	\$ 759,392	\$ 814,644	\$ 896,100
Water	188,514	221,537	220,162	224,478	247,445	280,800
Electricity	<u>1,808,774</u>	<u>1,951,512</u>	<u>1,813,864</u>	<u>1,837,380</u>	<u>1,730,745</u>	<u>1,918,500</u>
TOTAL	\$2,541,684	\$2,802,246	\$2,705,981	\$2,821,250	\$2,792,834	\$3,095,400
TOTAL UTILITIES	\$4,389,176	\$4,713,437	\$4,464,485	\$4,664,196	\$4,513,967	\$5,001,117

The fiscal year 2021 budget reflects a planned use of \$904,323 of fund balance accumulated in prior years (Energy Management Services - \$0; Town - \$596,646; Board of Education - \$307,677).

Fund: Utilities Services Fund**Department: Plant & Facilities Services****Energy Management Strategy**

An enhanced energy management strategy was implemented in fiscal year 2008 consisting of an internal service fund for managing utility costs, a billing auditing and energy use monitoring system, improved expertise for energy procurements, and energy audits of facilities to identify opportunities for energy conservation investments, which are funded with an annual appropriation in the Capital Improvement Program. The following narrative provides a summary of the status of each component.

- **Internal Service Fund**

Since the Fund was established in fiscal year 2008, operating budgets have been protected from volatility in utility costs. Utility estimates are developed based upon current year experience and amortization of the cumulative surplus/deficit since the Fund's inception over a two year period. The Fund encourages energy conservation by returning savings in energy consumption to cost centers over a two year period. The part-time Energy Specialist is also financed from the Utilities Services Fund.

- **Billing Auditing & Tracking System**

Capturis (a National Information Solutions Cooperative company) provides monthly bill auditing services and a utility bill tracking system for the Town. The Town's electric, water and natural gas bills are redirected to Capturis to audit charges on the bill, resolve any disputes, enter the bill into a web-based utility bill tracking system, and provide a weekly electronic interface file for the Town's accounts payable system.

- **Procurement Strategy**

The Town and Board of Education utilize the services of an energy broker to analyze forward buying pricing and find opportunities for the Town and BOE to lock in favorable rates for the future. For December 2018-2020, a contract for electricity supply was executed with Engie at 7.649 cents for small accounts. In April 2019, due to high capacity pass-through charges, large Town and BOE accounts were converted from an energy-only to an all-in fixed contract of 8.27 cents per kWh with Constellation Energy. Starting in December 2020, all accounts will move to rate of 7.57 cents with Constellation Energy for the next three years. The Town continues to buy natural gas supply from the utility provider, Connecticut Natural Gas (variable pricing). Forward buying opportunities in both electricity and natural gas continue to be evaluated. The Town has six solar electric power purchase agreements (PPAs) on Bristow Middle School, Bishops Corner Library/Senior Center, Department of Public Works, Conard High School and Aiken Elementary School, and Town Hall. In spring 2020, solar will be installed at King Philip Middle School also under a PPA. The Town will consider additional solar photovoltaic projects. Solar projects which generate free electricity for the Town and BOE are on Charter Oak International Academy, Wolcott Elementary School, Conard High School, Hall High School, and Westmoor Park. A virtual net metering solar project is now operational, whereby the Town purchases power from a third-party owned solar farm (not on Town property) and receives a credit against electric bills.

- **Energy Conservation Investments**

In 2016, a substantial investment in energy conservation was made to fund the implementation of energy projects identified in an Investment Grade Audit conducted by Ameresco. They included street lighting, interior and exterior lighting, steam trap replacements, and upgraded or expanded building control systems in multiple Town and BOE buildings. Favorable pricing on these upgrades, as well as higher than anticipated utility incentives due to comprehensive "bundling" of electric and gas-saving projects, allowed

the Town to implement additional LED lighting projects and realize additional savings. Over \$5 million of energy efficiency projects have been completed with a combined payback of about 4 years. These projects avoid annual utility expenses of nearly \$1,000,000 by reducing annual electricity use by 25% or 5,000,000 kWh and natural gas use by about 10% or 100,000 CCF.

The Town continues to implement smaller, cost-effective energy projects and looks for ways to incorporate energy efficiency into planned capital improvement projects. Benchmarking of facility energy consumption to identify lowest performing facilities, as well as operational and maintenance cost tracking, help to guide energy conservation projects. Utility rebates are used to offset project costs or fund additional energy conservation investments.

DEPARTMENT: PLANT & FACILITIES SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
Director of Plant & Facilities Services*	0.5	0.5	0.5	0.5	0.5
Service Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	4
Plumber	1	1	1	1	1
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL PLANT & FACILITIES SERVICES	9.5	9.5	9.5	9.5	9.5

* Position is shared with the Board of Education.

** One Building Maintenance Technician position is unfunded prior to fiscal year 2020.

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DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES**MISSION**

The mission of the Leisure Services & Social Services Department is to enrich the lives of all citizens through the creation and coordination of healthy lifestyle initiatives, park preservation and enhancement, and programs that encourage civic engagement. In addition, through its Division of Social Services the department offers assistance to residents in the program areas of case management, crisis intervention, and counseling.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Oversaw various park improvement projects, including post-tension concrete tennis, pickleball and basketball courts at Wolcott Park and upgrades to the park's electrical infrastructure; and a full renovation of Sterling Field complex.
- ✓ Continued to collaborate with Capital Projects on improvements to Cornerstone Aquatics Center, including roof replacements, locker room floor assessment and air handler repairs.
- ✓ Launched a robust Ten-Minute Walk campaign for parks system.
- ✓ Improved marketing of programs and services including new point of sale service for Leisure Services and Rockledge Golf Course, and new program guide design and printing.
- ✓ Facilitated planning and construction for Westmoor Park's new Outdoor Classroom, funded entirely by private donations.
- ✓ Transitioned to new Dial-A-Ride provider, and secured resumption of State DOT grant for expanded services.
- ✓ Relocated Food Pantry to respond to increased participation and provide confidential setting.
- ✓ Reviewed contract and adjusted scope of services for The Bridge Family Center to respond to changes in the way the Town addresses needs of Youth Service Bureau.
- ✓ Established West Hartford Prevention Council to better address substance abuse and mental health issues in the community.
- ✓ Supervised the drafting of the Town's CDBG Five-Year Consolidated Plan, and assumed management of Housing Rehabilitation Program from Community Development Department.

FISCAL YEAR 2020 GOALS & OBJECTIVES

- ❖ Continue to manage and improve contracts with major outside vendors to maximize profit, efficiency and accountability.
- ❖ Continue to oversee and administer CIP plan, with focus on safety, accessibility, cost saving measures or improving quality of life. Continue phased improvements at Wolcott Park, including renovation of western parking lot and design of eastern section of park. Coordinate renovation of Cornerstone Aquatic Center's locker room floors. Launch park planning for Kennedy Park with community outreach.
- ❖ Continue programs in support of the Ten Minute Walk initiative.
- ❖ Continue to explore solutions to the Leisure Services Fund with Director of Financial Services.

DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Intergovernmental	\$93,651	\$ 66,853	\$ 23,168	\$ 91,754	\$91,754	37.2%
Charges for Services	967,408	916,507	642,380	955,321	935,313	2.1%
Miscellaneous Revenue	<u>19,129</u>	<u>43,500</u>	<u>9,840</u>	<u>15,670</u>	<u>16,000</u>	-63.2%
TOTAL	\$1,080,188	\$1,026,860	\$675,388	\$1,062,745	\$1,043,067	1.6%
<u>Expenditures:</u>						
Wages & Salaries	\$1,903,632	\$2,028,037	\$1,083,547	\$2,006,461	\$1,714,833	-15.4%
Operating Expense	965,590	1,038,532	488,849	1,022,409	986,640	-5.0%
Social Security	<u>94,434</u>	<u>114,926</u>	<u>51,204</u>	<u>109,919</u>	<u>109,295</u>	-4.9%
TOTAL	\$2,963,656	\$3,181,495	\$1,623,600	\$3,138,789	\$2,810,768	-11.7%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
General Fund	13.52	13.62	13.87	13.87	13.90
Leisure Services Fund	8.28	8.18	7.93	7.93	7.90
CDBG Fund	1.10	1.10	2.10	2.10	2.10
Westmoor Park Fund	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>
TOTAL	25.00	25.00	26.00	26.00	26.00

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2021 budget for the Department of Leisure Services & Social Services decreases \$370,727 from the prior year. The COVID-19 pandemic caused a number of programs to be reduced or eliminated. The outdoor Town pools will remain closed this summer. Senior Center and Elmwood Community Center services and programs have been significantly reduced. Wages and salaries decrease \$313,204 or 15.4%. This is primarily due to the elimination of temporary payroll for the outdoor pools, offset by merit increases budgeted for eligible employees. A \$51,892 decrease to operating expense is primarily due to the closing of outdoor pools. In addition, the Youth Services Grant to Bridge Family Services has been eliminated as the grant now goes directly to the organization. The department is also utilizing a new point of sale system which will significantly enhance the department's online program registrations. The State of CT Department of Transportation restored funding for the expanded Dial-A-Ride program (\$62,460). The social security variance reflects wage and salary adjustments.

LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$237,440	\$246,930	\$ 117,250	\$246,930	\$256,405	3.8%
Temporary Payroll	11,282	8,500	7,185	10,900		-100.0%
Overtime	478					
Education Premium Pay	725	683	314	683	714	4.5%
Office Expense	3,839	4,800	1,592	4,873	4,750	-1.0%
Dues and Travel	701	800	1,529	1,598	800	
Training	923	1,050	453	300	1,050	
Advertising	1,660	1,800	1,255	2,187	1,852	2.9%
Professional Services	3,220		275	8,900	13,425	100.0%
Contractual Services	29,076	28,000	12,987	28,000	37,375	33.5%
Information Technology		32,850	45,000	45,000	45,000	37.0%
Telecommunications	540	1,500	290	750	750	-50.0%
Vehicles & Equipment Expense	1,175	300	342	411	250	-16.7%
Operating Expense – Miscellaneous	7,364	3,150	1,852	3,150		-100.0%
Social Security	<u>16,768</u>	<u>18,788</u>	<u>8,633</u>	<u>18,788</u>	<u>19,078</u>	1.5%
TOTAL	\$315,191	\$349,151	\$198,957	\$372,470	\$381,449	9.3%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Staff Assistant	0.75	0.75			
Office Operations Specialist	0.67	0.67	0.67	0.67	0.70
Recreation Specialist			0.50	0.50	0.50
Leisure Services Manager	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
TOTAL	2.77	2.77	2.52	2.52	2.55

LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds 85% of the Director of Leisure Services & Social Services position, 50% of the Leisure Services Manager, 70% of an Office Operations Specialist and 50% of a Recreation Specialist. The allocation for the Office Operations Specialist has increased 3% from FY 2020.

Temporary Payroll: Funds for part-time employees who provided office assistance and served as a back-up to the Customer Service Desk at Town Hall have been eliminated in fiscal year 2021.

Overtime: This account funds overtime incurred as needed due to workload.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation funds office supplies, paper, postage and printing/copying, which is reduced based upon usage.

Dues & Travel: This budget maintains registrations in the National, New England, and Connecticut Recreation/Parks Associations. These memberships are necessary to stay current with industry trends and maintain access to national and local databases.

Training: This appropriation provides training funds for local workshops and other professional development programs to maintain staff certifications.

Advertising: This budget funds a portion of the Leisure Services Program Guide.

Professional Services: The expense is associated with a portion of the cost of a graphic designer for the recreation program brochures.

Contractual Services: This appropriation pays for bank fees related to customer credit card purchases. A new point of sale system requires on-line registration, therefore the increase is based on the volume of transactions.

Information Technology: This appropriation funds annual software costs for a new point of sale system for Leisure Services.

Telecommunications: Funds desktop telephone services including maintenance, long-distance and circuits for the department's main office and the Customer Service Desk.

Vehicle & Equipment Expense: These funds are included for costs associated with gasoline for Town vehicles assigned to the department.

Operating Expense - Miscellaneous: Operating expense includes payment to Vermont Systems to maintain the computerized database and operational software for recreational facilities. This appropriation is eliminated as the department transitioned to a new leisure services system.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

CASE MANAGEMENT DIVISION
SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Alcohol/Drug Abuse Grant	\$7,142	\$7,142	\$ 7,141	\$7,142	\$ 7,142	
Youth Service Bureau Grant	37,511	37,559				-100.0%
Charges for Services	5,000	5,000	5,000	5,000	5,000	
Transfer In		<u>27,500</u>		<u>27,500</u>		-100.0%
TOTAL	\$49,653	\$77,201	\$ 12,141	\$39,642	\$12,142	-84.3%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$371,933	\$395,746	\$ 176,906	\$389,902	\$ 395,196	-0.1%
Temporary Payroll	72,879	83,782	38,407	75,634	84,229	0.5%
Education Premium Pay	880	918				-100.0%
Office Expense	9,817	8,650	3,160	7,150	7,150	-17.3%
Dues and Travel	5,574	2,050	1,031	2,050	2,470	20.5%
Training	570	1,350	750	1,350	1,550	14.8%
Advertising	190	400	261	400	750	87.5%
Professional Services	11,197	16,142	285	16,142	16,142	
Contractual Services	41,511	37,559				-100.0%
Office Equipment		200		200	500	150.0%
General Contributions	188,392	202,472	82,620	200,720	202,489	
Information Technology		4,320	4,752	4,752	4,536	5.0%
Telecommunications	920	600	495	600	800	33.3%
Vehicles & Equipment Expense	601					
Town Assistance	4,750	9,000	10,072	9,000	10,000	11.1%
ADA Expenditures		250	100	250	250	
Social Security	<u>30,000</u>	<u>35,630</u>	<u>14,775</u>	<u>35,630</u>	<u>37,342</u>	4.8%
TOTAL	\$739,214	\$799,069	\$333,614	\$743,780	\$763,404	-4.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Social Services Manager	0.95	0.95	0.95	0.95	0.95
Social Worker	2.5	2.5	2.5	2.5	2.5
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Community Partnership Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
TOTAL	4.95	4.95	4.95	4.95	4.95

CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds the positions detailed above. The fiscal year 2021 budget includes merit increases for eligible employees.

Temporary Payroll: This budget is for 50% of the part-time Program Coordinator at the Hillcrest Area Outreach Center (HANOC), as well as two part-time social workers (900 hours each) and a part-time Volunteer Coordinator (450 hours).

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This account is for office supplies, paper, printing/copying and postage and is reduced from the prior year based upon actual usage.

Dues & Travel: This appropriation funds license fees for licensed clinical social workers and a licensed substance abuse counselor. It also reflects dues for C.L.A.S.S., the statewide professional organization for social service administrators.

Training: Licensed social workers and the substance abuse counselor are required to attend training and earn continuing education credits and will take advantage of on-line courses to control costs.

Advertising: This appropriation funds notices and information contained in the department catalog.

Professional Services: Home Health Care Services are provided on a short-term basis to assist the elderly and fund emergency response systems to enable the elderly to live safely in their homes. Also funded via a grant from the Capitol Area Substance Abuse Council to support local activities of the West Hartford Substance Abuse Prevention Commission.

Contractual Services: This appropriation funds the Town's contract with Bridge Family Services and is funded via the Youth Services Bureau grant. The grant now goes directly to Bridge Family Services, therefore no appropriation is required.

Office Equipment: Used for the purchase of minor equipment, as needed.

General Contributions: This appropriation funds the Town's contractual agreement with Bridge Family Services for all youth services and the teen center.

Information Technology: This appropriation funds software maintenance costs for a system that manages social services client data.

Telecommunications: This account funds desktop telephone services including maintenance, long-distance and circuits and is reduced based upon experience.

Town Assistance: This account is for expenditures related to evictions and foreclosures experienced by Town residents and is increased due to relocation expenses.

ADA Expenditures: This account reflects funding for the occasional need for ADA-required services, including any need for a deaf interpreter for the Persons with Disabilities Commission meetings.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

	Case Management (Fiscal Year)				
	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>
Number of information and referral inquiries	3,081	4,578	4,180	4,346	4,762
Number of geriatric residents receiving case management	245	219	219	330	535
Number of Juvenile Review Board referrals	33	38	23	35	65
Number of Community Court interviews/referrals	73	71	122	108	85

COMMUNITY & NEIGHBORHOOD SERVICES DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Greater Hartford Transit	\$37,990	\$22,152	\$ 16,026	\$22,152	\$22,152	
District Dial-A-Ride Grant						
Expanded Dial-A-Ride	11,008			62,460	62,460	100%
Dial-A-Ride Contributions	<u>13,030</u>	<u>12,500</u>	<u>5,750</u>	<u>11,420</u>	<u>12,500</u>	
TOTAL	\$62,028	\$34,652	\$21,776	\$96,032	\$ 97,112	180.2%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
General Contributions	\$32,294	\$37,682	\$ 13,024	\$37,682	\$35,555	-5.6%
Dial-A-Ride Transportation	262,998	261,000	102,893	261,000	265,000	1.5%
Expanded Dial-A-Ride	_____	_____	_____	_____	_____	
TOTAL	\$295,292	\$298,682	\$ 115,917	\$298,682	\$300,555	0.6%

COMMUNITY & NEIGHBORHOOD SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

General Contributions: This appropriation funds utility costs for three Town facilities operated by non-profit organizations: Sarah Whitman House (\$6,054), West Hartford Art League (\$15,001), and Noah Webster (\$14,500).

Dial-A-Ride Transportation: This line funds door-to-door transportation for West Hartford residents who are elderly or disabled. The State of CT Department of Transportation restored funding for the expanded Dial-A-Ride program (\$62,460).

Expanded Dial-A-Ride: This line was for West Hartford's grant funded expanded Dial-A-Ride program.

ANNUAL BUDGET 2020-2021

ELMWOOD COMMUNITY CENTER

SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Day Care Rental	\$31,896	\$32,957	\$ 14,503	\$32,957	\$34,063	3.4%
General Admissions	16,832	20,000	9,599	20,000	20,000	
Program Revenue	373,698	335,000	297,166	335,000	355,000	6.0%
Rental of Facilities	<u>76,625</u>	<u>75,000</u>	<u>36,377</u>	<u>75,000</u>	<u>76,000</u>	1.3%
TOTAL	\$499,051	\$462,957	\$ 357,645	\$462,957	\$485,063	4.8%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$157,815	\$159,385	\$ 77,697	\$159,385	\$169,659	6.4%
Temporary Payroll	277,566	284,176	183,513	290,176	285,287	0.4%
Overtime	3,215	2,500	300	2,500	2,500	
Office Expense	3,817	5,950	1,633	5,950	5,900	-0.8%
Dues and Travel	168	500	328	700	600	20.0%
Training	425	1,700	640	1,700	2,500	47.1%
Advertising	8,819	9,800	4,536	11,558	11,081	13.1%
Professional Services	3,450	3,600	1,150	3,600		-100.0%
Contractual Services	117,953	117,688	75,110	117,688	120,000	2.0%
Telecommunications	1,673	2,000	466	2,000	2,000	
Operating Expense – Miscellaneous	1,676	3,000	191	3,000	3,000	
Recreational Supplies	17,157	18,500	11,959	20,500	20,050	8.4%
Social Security	<u>14,292</u>	<u>18,430</u>	<u>8,926</u>	<u>15,556</u>	<u>21,153</u>	14.8%
TOTAL	\$608,026	\$627,229	\$366,449	\$634,313	\$643,730	2.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Facility Supervisor	1	1	1	1	1
Staff Assistant			1		
Senior Staff Assistant				1	1
Recreation Specialist			0.5	0.5	0.5
Executive Assistant	<u>1</u>	<u>1</u>	<u>—</u>	<u>—</u>	<u>—</u>
TOTAL	2	2	2.5	2.5	2.5

ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: For fiscal year 2021, this appropriation funds one Facility Supervisor position, one Staff Assistant position and 50% of a Recreation Specialist. Regular payroll includes estimated merits, when applicable.

Temporary Payroll: This appropriation funds part-time employees who provide staffing for office management, on- and off-site programs, program and clerical support, and fitness programs. In addition, a Program Coordinator, Recreation Coordinators (2) and Playground Leaders (10) work directly with special needs children and adults.

Overtime: This appropriation funds overtime for Facilities custodial staff who handle special events.

Office Expense: This account funds all office supplies, postage, printing/copying and paper for programs and newsletters.

Dues & Travel: This budget includes dues to two professional organizations, the National Recreation and Park Association and the Connecticut Recreation and Park Association, and mileage reimbursement for off-site meetings.

Training: The training appropriation funds professional development programs and training opportunities for staff. The additional training is the Program Coordinator position.

Advertising: This appropriation funds the cost associated with printing and publishing the departmental brochure distributed town-wide to residents, as well as notices of summer job openings.

Professional Services: This budget had funded marketing services provided by an outside consultant. No funds are requested for fiscal year 2021.

Contractual Services: This appropriation reflects costs for instructors, musicians, dancers and entertainers to perform at events throughout the year, instructors for special programs, and banking fees for customer credit cards.

Printing/Binding: Funds the printing of flyers, registration packets, camp handbooks, staff training documents, and other items as needed.

Telecommunications: This appropriation funds desktop telephone services for the Elmwood Community Center as well as staff cell phones for camps and bus trip emergencies and is increased based upon historical usage.

Operating Expense - Miscellaneous: This appropriation covers supplies and materials, equipment, refreshments, prizes, decorations and paper products for Special Events.

Recreational Supplies: This budget covers supplies for programs, classes, and camps, as well as camp staff shirts, first-aid supplies, and sports and fitness equipment.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**Elmwood Community Center
(Fiscal Year)**

	Actual <u>2015</u>	Actual <u>2016</u>	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>
Number of instructional programs	258	213	274	254	359
Number of program registrations	4,677	4,421	4,611	3,865	2,568
Number of registrations for special events and trips	891	518	497	233	1,235

ANNUAL BUDGET 2020-2021

ELMWOOD SENIOR CENTER

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Memberships	\$22,955	\$26,000	\$ 9,499	\$23,000	\$25,000	-3.8%
Program Registration	54,829	53,000	27,806	53,000	53,000	
Rental of Facilities	5,776	6,000	3,808	5,500	6,000	
Sales	4,223	4,500		4,500	4,500	
Special Events	16,425	15,500	6,675	15,500	16,000	3.2%
Miscellaneous Charges for Services	17,575	23,800	446	18,000	21,000	-11.8%
Contributions/Commissions	<u>1,854</u>	<u>2,000</u>	<u>646</u>	<u>1,750</u>	<u>2,000</u>	
TOTAL	\$123,637	\$130,800	\$ 48,880	\$121,250	\$ 127,500	-2.5%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$80,621	\$83,399	\$ 38,394	\$83,399	\$72,257	-13.4%
Temporary Payroll	102,181	105,000	52,439	104,000	77,100	-26.6%
Office Expense	6,725	9,630	2,625	8,400	9,555	-0.8%
Dues and Travel	1,136	1,045	225	1,045	1,045	
Training	73	250		200	450	80.0%
Advertising	5,762	7,000	3,184	6,000	7,000	
Professional Services		250		250	250	
Contractual Services	41,372	42,500	21,730	40,500	43,000	1.2%
Office Equipment	2,460	1,950	1,001	1,950	2,025	3.8%
Telecommunications	2,797	2,890	1,187	2,890	2,925	1.2%
Vehicles & Equipment Expense	1,873	3,200	5,018	5,987	3,000	-6.3%
Recreational Supplies	1,586	2,500	142	2,500	2,500	
Special Events	1,818	2,000	1,161	2,000	2,000	
Town Assistance		500		650	500	
Social Security	<u>9,512</u>	<u>11,739</u>	<u>4,705</u>	<u>11,739</u>	<u>8,630</u>	-26.5%
TOTAL	\$257,916	\$273,853	\$ 131,811	\$271,510	\$232,237	-15.2%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Program Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation is for the full-time Program Supervisor position and includes anticipated merit increases. The reduction reflects the estimated payroll to hire a new Program Supervisor as the prior Director is retiring in FY 2020.

Temporary Payroll: This appropriation funds two Office Assistants, one Program Coordinator, one Recreation Coordinator, two Van Drivers, one Nutrition Coordinator, and two Facility Supervisor positions for the Senior Fitness Center.

Office Expense: This appropriation funds all office supplies, printing/copying and postage for the Elmwood Senior Center. Included is printing and mailing of monthly newsletters for the Squires and Regents Men's Clubs, quarterly mailing of the Senior Bulletin, and membership cards and applications for the Senior Center and Senior Fitness Center and is reduced based upon anticipated need. Also, Board of Education print shop prints the Senior Center's Creative Writing Booklet, Senior Housing Fair programs, Health and Wellness Fair Programs and Town forms.

Dues & Travel: This account funds dues for the Connecticut Association of Senior Center Personnel, Connecticut Recreation and Park Association, National Council on Aging, and National Recreation and Park Association. In addition, mileage reimbursement is included in this appropriation.

Training: This appropriation is for staff first aid/CPR training.

Advertising: This appropriation supports inclusion in the Leisure Services Program Guide and advertisements in local newspapers for special events and programs such as the Fitness Center Open House, Health and Wellness Fair and Senior Housing Fair.

Professional Services: This budget is for required testing of the Elmwood Express van drivers.

Contractual Services: This appropriation is the fee for a Fitness Consultant to manage the Senior Fitness Center. As well as all instructor fees for all instructional classes at the Elmwood Senior Center.

Office Equipment: This appropriation funds the replacement of computers in the senior computer training room, minor office equipment, and replacement weights for the fitness center.

Telecommunications: This appropriation funds the cost of telephone service and cable television for the Senior Center and internet access for the Computer Training Center, and is reduced based upon experience.

Vehicles & Equipment Expense: This account pays for maintenance and gasoline for the Elmwood Express, a 24 passenger van used by the Senior Center.

Recreational Supplies: Supplies related to numerous programs and activities (such as billiards, table tennis, volleyball, basketball, and arts and crafts) are purchased with this appropriation.

Special Events: This account funds program support, supplies, entertainment, and refreshments for special events.

Town Assistance: This appropriation funds the rental of a vehicle, as necessary, to replace the Elmwood Express and is reduced based upon anticipated need.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

**Elmwood Senior Center
(Fiscal Year)**

	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>
Number of members	1,056	991	1,008	842	837
Number of instructional programs	182	198	185	147	146
Number of program registrations	1,165	1,435	1,352	1,125	1,378
Number of recreational, special events and trip visitations	42,625	42,844	41,918	41,197	39,514

WEST HARTFORD SENIOR CENTER

SUMMARY OF REVENUES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Memberships	\$28,825	\$35,000	\$ 8,066	\$28,000	\$30,000	-14.3%
Program Registration	61,183	50,000	33,729	52,000	55,000	10.0%
Rental of Facilities	54,843	55,000	27,719	55,000	55,000	
Special Events	28,440	22,750	6,892	22,750	22,750	
Contributions	<u>1,745</u>	<u>1,500</u>	<u>1,870</u>	<u>2,500</u>	<u>1,500</u>	
TOTAL	\$175,036	\$164,250	\$ 78,276	\$160,250	\$164,250	

SUMMARY OF EXPENDITURES

	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$96,378	\$97,218	\$ 45,083	\$97,218	\$97,218	
Temporary Payroll	88,947	97,104	52,881	98,504	72,125	-25.7%
Overtime	2,500	2,500		2,500	2,500	
Office Expense	5,465	7,900	2,475	6,800	6,900	-12.7%
Dues and Travel	1,221	1,110	469	1,010	1,010	-9.0%
Training	693	800	275	600	800	
Advertising	3,147	4,000	1,248	3,500	4,000	
Contractual Services	49,529	44,580	26,109	46,880	46,880	5.2%
Office Equipment	8,221	6,800	2,280	6,000	6,000	-11.8%
Telecommunications	2,178	2,550	744	1,475	2,475	-2.9%
Operating Expense – Misc.	333	500	110	500	500	
Recreational Supplies	535	500		500	500	
Special Events	1,553	1,280	598	1,280	1,280	
Social Security	<u>10,722</u>	<u>12,470</u>	<u>5,596</u>	<u>12,470</u>	<u>10,472</u>	-16.0%
TOTAL	\$271,422	\$279,312	\$137,868	\$279,237	\$252,660	-9.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Facility Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

WEST HARTFORD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The West Hartford Senior Center is staffed with one full-time position.

Temporary Payroll: The temporary payroll appropriation funds part-time clerical staff who coordinate key components of the daily operation of the Senior Center including office duties, volunteer recruitment and monitoring, special event assistance, fitness center monitoring, bulletin production and other day-to-day issues that arise.

Overtime: This account funds facilities maintenance overtime as necessary.

Office Expense: Office supplies, printing/copying and postage for mailing bulletins, flyers and other informational publications to the senior members are charged to this account.

Dues & Travel: This appropriation is used to fund dues to the statewide senior organization, licenses to show movies at the Senior Center and mileage reimbursements.

Training: These funds are used for professional training for staff.

Advertising: The Senior Center advertises the fitness center, rental opportunities, and participates in the departmental brochure distributed town-wide.

Contractual Services: This appropriation funds the contract with the Senior Fitness Center consultant and for instructors that teach the many and varied classes offered by the West Hartford Senior Center.

Printing/Binding: The Board of Education print shop is used to print promotional materials for several special events, including the Entertainment Showcase and Senior Golf Tournament.

Office Equipment: This account funds the Center's annual fitness maintenance contract and equipment, as required.

Telecommunications: This account funds telephone, cable and internet services.

Operating Expense – Misc.: This account funds unanticipated office and operating expenses, as needed.

Recreational Supplies: This account funds supplies, such as game components or movie rentals, for classes and activities to better serve the patrons of the Senior Center.

Special Events: Expenditures for special events at the Senior Center which are offset by revenue from the programs.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**West Hartford Senior Center****(Fiscal Year)**

	Actual	Actual	Actual	Actual	Actual
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Number of members	903	961	933	922	849
Number of instructional programs	193	212	202	240	215
Number of program registrations	1,449	1,760	1,427	1,878	1,633
Number of recreational, special events and trip visitations	68,213	68,748	69,031	71,872	70,989

PARKS & GYMS DIVISION

SUMMARY OF REVENUES						
	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Miscellaneous Charges for Services	\$6,650	\$ 2,500	\$1,942	\$ 2,500	\$ 2,500	
Contributions			2,885			
Rental of Facilities	<u>8,343</u>	<u>20,000</u>	<u>7,634</u>	<u>20,000</u>	<u>20,000</u>	
TOTAL	\$14,993	\$22,500	\$ 12,461	\$22,500	\$22,500	

SUMMARY OF EXPENDITURES						
	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$43,578	\$59,650	\$ 25,210	\$55,336	\$59,409	-0.4%
Temporary Payroll	38,577	46,361	32,824	48,000	55,982	20.8%
Overtime	1,338	2,500	1,080	2,500	2,500	
Office Expense	124	50	16	50	50	
Dues & Travel	840		100	100	160	100.0%
Professional Services	5,300	5,300	1,767	5,300	500	-90.6%
Contractual Services	7,212	7,300		7,300	7,300	
Uniforms & Laundry	403	400	9	400	400	
Telecommunications	826	350	390	350	350	
Vehicles & Equipment Expense	5,665	2,250	2,390	3,945	2,410	7.1%
Maintenance & Repairs	3,866	4,000	3,015	4,160	4,000	
Recreational Supplies	931	1,800		1,800	1,800	
Town Assistance	7,047	7,500	6,938	7,500	7,500	
Social Security	<u>3,842</u>	<u>5,595</u>	<u>2,493</u>	<u>5,595</u>	<u>6,366</u>	13.8%
TOTAL	\$119,549	\$143,056	\$ 76,232	\$142,336	\$148,727	4.0%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Facility Supervisor	0.40	0.40	0.45	0.45	0.45
Staff Assistant		0.10			
Grounds Maintainer	<u>0.30</u>	<u>0.30</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>
TOTAL	0.70	0.80	0.85	0.85	0.85

PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds portions of a Grounds Maintainer position (0.40) and Facility Supervisor (0.45). The budget reflects applicable merit increases for eligible employees.

Temporary Payroll: This appropriation funds staff at Camp Hillcrest, park supervision and winter gym supervisors and is increased due to the minimum wage increase and added hours for special park projects.

Overtime: Labor costs associated with weekend operation, emergency call backs and spring set-ups are included in this account.

Office Expense: The Board of Education's print shop is used for the printing of staff manuals, handbooks for parents, and flyers for Camp Hillcrest.

Dues & Travel: This funds required certifications and licenses.

Professional Services: The majority of this appropriation previously funded an outside marketing consultant which has been eliminated in fiscal year 2021.

Contractual Services: This appropriation funds the set-up of the Har-Tru tennis courts at Fernridge Park in the spring.

Uniforms & Laundry: In accordance with union contracts, uniforms and safety equipment are provided to staff.

Telecommunications: This appropriation funds the cost of telephone service.

Vehicles & Equipment Expense: This account is used for gasoline for trucks and equipment utilized in the parks operation.

Maintenance & Repairs: Playground repairs and minor equipment repairs (such as tennis court nets) are funded with this appropriation.

Recreational Supplies: This appropriation is for first aid supplies, arts and crafts supplies, and sports equipment for Camp Hillcrest.

Town Assistance: This appropriation pays for bus transportation to and from Kennedy Park for the Hillcrest Camp program and is increased to reflect bus rates.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**Parks & Gyms
(Fiscal Year)**

	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>
Park permits issued	15	13	20	20	19
Field uses scheduled (prior calendar year)	17,167	17,666	18,859	18,900	18,848

OUTDOOR POOLS DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
General Admission	\$85,621	\$68,000	\$ 79,191	\$85,000	\$68,000	
Memberships	34,814	30,000	32,871	38,000	30,000	
Miscellaneous Charges for Services	3,703	5,000	4,689	4,114	5,000	
Program Registration	<u>31,664</u>	<u>31,500</u>	<u>27,588</u>	<u>33,000</u>	<u>31,500</u>	
TOTAL	\$155,802	\$134,500	\$144,339	\$160,114	\$134,500	

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$71,572	\$80,902	\$ 35,426	\$76,878	\$81,752	1.1%
Temporary Payroll	236,629	264,783	194,967	256,000		-100.0%
Overtime	7,098	6,000	3,672	6,016		-100.0%
Office Expense	1,901	1,325	134	1,325		-100.0%
Dues and Travel	1,775	2,000	1,012	2,200		-100.0%
Advertising	1,777	2,000	1,562	2,035		-100.0%
Contractual Services	1,998	2,000	226	2,000		-100.0%
Uniforms & Laundry	403	545	552	552		-100.0%
Telecommunications	2,544	3,014	1,336	3,014		-100.0%
Vehicles & Equipment Expense	579	2,500	706	2,500		-100.0%
Operating Expense – Miscellaneous	11,178	16,100	8,692	16,100		-100.0%
Maintenance & Repairs	3,803	6,700	7,266	6,700		-100.0%
Recreational Supplies	6,490	11,000	1,125	11,000		-100.0%
Social Security	<u>9,298</u>	<u>12,274</u>	<u>6,075</u>	<u>10,141</u>	<u>6,254</u>	-49.0%
TOTAL	\$357,045	\$411,143	\$ 262,751	\$396,461	\$88,006	-78.6%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Staff Assistant	0.15	0.15			
Facility Supervisor	0.40	0.40	0.40	0.40	0.40
Grounds Maintainer	<u>0.30</u>	<u>0.30</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>
TOTAL	1.10	1.10	1.05	1.05	1.05

OUTDOOR POOLS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds portions of a Leisure Services Manager position, a Grounds Maintainer position, and a Facility Supervisor. Merit increases are included where applicable.

Temporary Payroll: This appropriation covered staff at outdoor pools including Managers, Assistant Managers, Water Safety Instructors, Lifeguards, Swim Team Coaches, and Cashiers. In addition, it funded four seasonal maintenance positions used for setting up the pools, maintaining the pools throughout the season, and providing grounds maintenance and event support. All temporary payroll has been eliminated in fiscal year 2021 due to the temporary closing of pools.

Overtime: This appropriation has been eliminated with the closing of the outdoor pools for the summer of 2020.

Office Expense: The cost of staff manuals, daily revenue sheets and internet connectivity are funded via this appropriation. And minor printing and binding.

Dues & Travel: This appropriation covers the recreational software license and mileage reimbursement for program coordinators, as well as certification courses necessary to maintain licenses for full-time staff.

Advertising: This appropriation funds advertising for the outdoor pool programs in the departmental brochure.

Contractual Services: This appropriation is for the cost of American Red Cross lifeguard safety programs.

Uniforms & Laundry: In accordance with union contracts, uniforms and safety equipment are provided to staff.

Telecommunications: This account funds telephone service at the outdoor pools and Beachland House, as well as cell phone costs for the Facility Supervisor.

Vehicles & Equipment Expense: The cost of fuel and general maintenance for one pickup truck used for transportation between pool locations is charged to this account.

Operating Expense - Miscellaneous: This account funds seasonal pool chemicals such as chlorine, calcium chloride, stabilizer, etc. in order to ensure that all pools are safe for public use.

Maintenance & Repairs: This appropriation funds custodial supplies (paper products and cleaning chemicals), light bulbs, keys, minor hardware items, sensors for water monitoring and minor electrical supplies. Repairs and maintenance of a larger scale are funded via the Capital Non-Recurring Expenditure Fund.

Recreational Supplies: This appropriation covers all supplies associated with the outdoor pools including first aid and safety equipment, uniforms and supplies.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**Outdoor Pools
(Fiscal Year)**

	Actual	Actual	Actual	Actual	Actual
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Number of instructional programs	257	198	198	204	203
Number of swim lesson registrations	1,741	1,470	1,582	1,312	1,227

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Charges for Services	\$ 3,684,769	\$ 4,153,900	\$ 4,092,053	\$ 4,360,150
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	9,160	62,650	54,650	38,400
Transfer In	<u>250,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Revenues & Other Resources	\$ 3,963,929	\$ 4,286,550	\$ 4,216,703	\$ 4,468,550

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Community Programming	\$ 606,220	\$ 586,757	\$ 640,722	\$ 637,419
Skating Rink Services	912,265	924,874	964,896	941,243
Rockledge Golf Course	1,321,073	1,049,009	1,000,591	1,200,847
Buena Vista Golf Course	114,796	168,215	160,530	168,264
Cornerstone Pool Operations	1,345,969	1,250,000	1,338,853	1,331,831
WH Meeting & Conference Center	87,256	75,993	75,893	60,909
Celebrate West Hartford	<u>139,823</u>	<u>143,010</u>	<u>145,469</u>	<u>146,264</u>
Total Expenditures and Other Uses	\$ 4,527,402	\$ 4,197,858	\$ 4,326,954	\$ 4,486,777
CHANGE IN FUND BALANCE	(\$ 563,473)	\$ 88,692	(\$ 110,251)	(\$ 18,227)
7/1 OPERATIONAL BALANCE	(\$1,440,398)	(\$2,253,871)	(\$2,253,871)	(\$2,414,122)
6/30 OPERATIONAL BALANCE	(\$2,253,871)	(\$2,215,179)	(\$2,414,122)	(\$2,482,349)
7/1 DEBT SERVICE BALANCE	(\$ 879,331)	(\$ 629,331)	(\$ 629,331)	(\$ 579,331)
6/30 DEBT SERVICE BALANCE	(\$ 629,331)	(\$ 579,331)	(\$ 579,331)	(\$ 529,331)
TOTAL 6/30 FUND BALANCE	(\$2,883,202)	(\$2,794,510)	(\$2,993,453)	(\$3,011,680)

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

PURPOSE:

This fund was established to account for all the costs associated with the Town's leisure services programs, which currently include a skating rink, two golf courses, an indoor aquatic facility, a conference center, community programs, and the Town's annual Celebrate! West Hartford event. The purpose of the fund was to isolate the costs and revenues associated with the programs for accounting purposes while granting the program managers greater flexibility to allow them to better respond to customer demands for programs and to increase opportunities to be more entrepreneurial in their program offerings.

LONG TERM STRATEGY:

The Town's strategic plan for Leisure Services recommended a restructuring to align the department in order to focus on two key areas: Civic Engagement and Active & Healthy Lifestyle. Several of the programs subsidized by the General Fund budget were transferred to the General Fund beginning in fiscal year 2009. The intent was to eliminate the annual subsidy to the Leisure Services Fund and enable the department to focus on the operating results of the "self-supporting" leisure programs.

FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Charges for Service	\$2,933,000	\$3,107,000	\$2,916,000	\$3,785,000	\$3,685,000
Miscellaneous	34,000	33,000	27,000	29,000	9,000
TOTAL REVENUES	\$2,967,000	\$3,140,000	\$2,943,000	\$3,814,000	\$3,694,000
<u>Expenses:</u>					
Operational	\$3,109,000	\$3,335,000	\$3,332,000	\$4,243,000	\$4,527,000
TOTAL EXPENSES	\$3,109,000	\$3,335,000	\$3,332,000	\$4,243,000	\$4,527,000
CONTRIBUTED CAPITAL ADJUSTMENT	--	--	47,000	--	--
TRANSFERS FROM OTHER FUNDS	145,000	320,000	270,000	20,000	270,000
OPERATING RESULTS	\$3,000	\$125,000	(\$72,000)	(\$409,000)	(\$563,000)
FUND BALANCE	(\$1,964,000)	(\$1,839,000)	(\$1,911,000)	(\$2,320,000)	(\$2,883,000)

Fund: Leisure Services Enterprise Fund**Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE:**

The Leisure Services Fund has struggled to achieve an operating profit. In fiscal year 2019, the Fund earned \$3,963,929 in operating revenues including a \$20,000 contribution from Westmoor Park. In addition, a transfer of \$250,000 was made from the Debt Service Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink. Expenditures totaled \$4,527,402 resulting in a \$563,473 reduction in fund balance. This brought the fund deficit to \$2,883,202 at June 30, 2019.

FISCAL YEAR 2020 OPERATING RESULTS:

The adopted budget anticipated a surplus of \$88,692 for fiscal year 2020. However, a current estimate indicates a probable loss for the year. Operating results by program are detailed on the next page.

FISCAL YEAR 2021 BUDGET:

The fiscal year 2021 budget estimates revenues of \$4,468,550 with expenditures of \$4,486,777, resulting in a deficit of \$18,227. A transfer from the Debt Service Fund in the amount of \$50,000 is anticipated to reimburse the Leisure Services Fund for debt service payments it funded in fiscal years 2001-2004. These debt service payments were made on bonds issued to renovate Veterans Memorial Skating Rink. It is not the Town's practice to charge debt service to individual operating divisions, nor was the operating revenue earned by the Leisure Services Fund sufficient to cover these expenditures.

ANNUAL BUDGET 2020-2021

Town of West Hartford Leisure Services Fund Operating Results by Facility				
	<u>2019 Actual</u>	<u>2020 Adopted</u>	<u>2020 Estimated</u>	<u>2021 Adopted</u>
Community Programming				
Revenue	\$ 839,897	\$ 613,350	\$ 716,250	\$ 718,850
Expenditures	<u>606,220</u>	<u>586,757</u>	<u>640,722</u>	<u>637,419</u>
Operating Income (Loss)	233,677	26,593	75,528	81,431
Veterans Skating Rink				
Revenue	921,737	972,700	954,000	1,006,700
Expenditures	<u>912,265</u>	<u>924,874</u>	<u>964,896</u>	<u>941,243</u>
Operating Income (Loss)	9,472	47,826	(10,896)	65,457
Rockledge Golf Course				
Revenue	850,103	1,090,500	1,104,300	1,129,000
Expenditures	<u>1,321,073</u>	<u>1,049,009</u>	<u>1,000,591</u>	<u>1,200,847</u>
Operating Income (Loss)	(470,970)	41,491	103,709	(71,847)
Buena Vista Golf Course				
Revenue	96,498	130,000	108,000	129,000
Expenditures	<u>114,796</u>	<u>168,215</u>	<u>160,530</u>	<u>168,264</u>
Operating Income (Loss)	(18,298)	(38,215)	(52,530)	(39,264)
Cornerstone Aquatics				
Revenue	961,833	1,250,000	1,109,153	1,255,000
Expenditures	<u>1,345,969</u>	<u>1,250,000</u>	<u>1,338,853</u>	<u>1,331,831</u>
Operating Income (Loss)	(384,136)	0	(229,700)	(76,831)
WHMCC				
Revenue	93,745	60,000	55,000	60,000
Expenditures	<u>87,256</u>	<u>75,993</u>	<u>75,893</u>	<u>60,909</u>
Operating Income (Loss)	6,489	(15,993)	(20,893)	(909)
Celebrate! West Hartford				
Revenue	200,116	170,000	170,000	170,000
Expenditures	<u>139,823</u>	<u>143,010</u>	<u>145,469</u>	<u>146,264</u>
Operating Income (Loss)	60,293	26,990	24,531	23,736
Total				
Revenue	3,963,929	4,286,550	4,216,703	4,468,550
Expenditures	<u>4,527,402</u>	<u>4,197,858</u>	<u>4,326,954</u>	<u>4,486,777</u>
Operating Income (Loss)	(\$ 563,473)	\$ 88,692	(\$ 110,251)	(\$ 18,227)

LEISURE SERVICES ENTERPRISE FUND

The Leisure Services Enterprise Fund was established to provide the flexibility needed to maintain, improve and expand services to meet the continuously evolving needs of the community. The fund diminishes Leisure Service reliance on the General Fund, requiring that programs and services become self-supporting on a yearly basis.

**BUDGET SUMMARY
DEPARTMENT OF LEISURE SERVICES**

	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2018-19</u>	<u>2019-20</u>	<u>6 Months</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Charges for Services	\$3,684,769	\$4,153,900	\$2,284,877	\$4,092,053	\$4,360,150	5.0%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	9,160	62,650	8,427	54,650	38,400	-38.7%
Transfer In	<u>250,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
TOTAL	\$3,963,929	\$4,286,550	\$2,293,304	\$4,216,703	\$4,468,550	4.2%
<u>Expenditures:</u>						
Wages & Salaries	\$1,279,237	\$1,111,852	\$ 594,179	\$1,102,504	\$1,217,510	9.5%
Operating Expense	2,533,921	2,411,600	1,325,434	2,549,365	2,536,087	5.2%
Fringe Benefits	<u>714,244</u>	<u>674,406</u>	<u>465,916</u>	<u>675,085</u>	<u>733,180</u>	8.7%
TOTAL	\$4,527,402	\$4,197,858	\$2,385,529	\$4,326,954	\$4,486,777	6.9%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Director of Leisure Services & Social Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.33	0.30
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	0.1				
Facility Supervisor	0.1	0.1	0.05	0.05	0.05
Recreation Specialist	1	1	1	1	1
Golf Course Superintendent	1	1	1	1	1
Assistant Golf Course Superintendent*		1	1	1	1
Crew Leader	1	1			
Grounds Maintainer	2.4	1.4	2.2	2.2	2.2
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8.28	8.18	7.93	7.93	7.9

* Position was unfunded in fiscal year 2020.

The fiscal year 2021 Leisure Services Fund budget increases \$288,919 or 6.9% from the prior year. Wages and salaries reflect estimated merit increases for full-time employees, offset by the reallocation of 0.03 full-time employees to the General Fund based upon work performed. In addition, the Assistant Golf Course Superintendent position, unfunded in fiscal year 2020, is funded in 2021. Operating expenses increased \$124,487. Pension and risk management costs increase \$58,774 due to the additional position being funded in 2021.

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Community Programming	\$ 606,220	\$ 586,757	\$443,744	\$ 640,722	\$ 637,419	8.6%
Skating Rink Services	912,265	924,874	537,571	964,896	941,243	1.8%
Rockledge Golf Course	1,321,073	1,049,009	606,634	1,000,591	1,200,847	14.5%
Buena Vista Golf Course	114,796	168,215	92,120	160,530	168,264	
Cornerstone Pool Operations	1,345,969	1,250,000	654,795	1,338,853	1,331,831	6.5%
WH Meeting & CC	87,256	75,993	33,274	75,893	60,909	-19.8%
Celebrate West Hartford	<u>139,823</u>	<u>143,010</u>	<u>17,391</u>	<u>145,469</u>	<u>146,264</u>	2.3%
TOTAL	\$4,527,402	\$4,197,858	\$2,385,529	\$4,326,954	\$4,486,777	6.9%

PROGRAM PERFORMANCE MEASURES & INDICATORS

Leisure Services Enterprise Fund

	(Fiscal Year)				
	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>
Total number of instructional programs offered	2,943	2,780	2,803	3,807	6,643
Total number of instructional program registrations for all programs	28,727	30,781	29,061	34,314	36,701
Value of subsidized use of recreational facilities	\$371,611	\$369,829	\$352,084	\$377,380	\$373,663
Public session attendance at Skating Rink	23,798	18,410	19,857	22,551	22,978
Number of golf rounds – Rockledge	43,106	46,898	39,422	37,337	32,978
Number of golf rounds – Buena Vista	16,094	16,308	11,869	10,884	8,381

ANNUAL BUDGET 2020-2021

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES

	Actual	Adopted	Actual	Estimated	Adopted	Percent
	<u>2018-19</u>	<u>2019-20</u>	<u>6 Months</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Regular Payroll	\$654,798	\$526,785	\$232,829	\$507,412	\$609,428	15.7%
Temporary Payroll	527,255	519,654	331,738	535,113	554,002	6.6%
Overtime	96,841	65,096	29,463	59,648	53,896	-17.2%
Education Premium Pay	343	317	342	331	184	-42.0%
Office Expense	22,356	32,450	9,224	27,677	26,850	-17.3%
Dues and Travel	10,105	8,910	3,658	8,450	8,285	-7.0%
Advertising	33,740	48,325	24,202	40,509	39,475	-18.3%
Professional Services	161,648	166,395	81,993	177,415	158,745	-4.6%
Contractual Services	1,236,210	1,110,208	692,522	1,224,950	1,199,311	8.0%
Office Equipment	4,960	5,556		5,556	5,780	4.0%
Uniforms & Laundry	5,779	5,698	4,996	7,862	5,150	-9.6%
General Contributions	881			200	200	100.0%
Utilities	477,808	486,268	223,502	458,844	493,555	1.5%
Telecommunications	15,950	15,775	7,575	14,690	9,540	-39.5%
Vehicles & Equipment Expense	14,465	24,500	10,042	21,900	22,000	-10.2%
Operating Expense – Misc.	130,485	109,714	125,106	152,881	156,515	42.7%
Depreciation	15,366	24,531		24,531	24,531	
Merchandise for Resale	69,221	58,100	25,254	61,000	60,100	3.4%
Maintenance & Repairs	219,938	198,500	87,868	206,300	194,800	-1.9%
Recreational Supplies	29,253	40,270	18,666	28,100	43,100	7.0%
Special Events	37,509	33,000	2,483	34,500	34,000	3.0%
Transportation	5,104	4,000	5,550	6,500	6,500	62.5%
Rental/Leases	43,142	39,400	2,500	47,500	47,650	20.9%
Social Security	56,759	47,564	25,984	48,779	56,627	19.1%
Pension	295,555	253,023	253,023	252,487	260,542	3.6%
Risk Management Expense	361,931	373,819	186,909	373,819	416,011	11.3%
TOTAL	\$4,527,402	\$4,197,858	\$2,385,429	\$4,326,954	\$4,486,777	6.9%

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Community Development Block

Grant	\$ 958,668	\$ 802,061	\$ 1,809,589	\$ 773,055
Total Revenues & Other Resources	\$ 958,668	\$ 802,061	\$ 1,808,589	\$ 773,055

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Housing Rehabilitation Services	\$ 156,289	\$ 222,494	\$ 181,799	\$ 212,433
Code Enforcement	150,000	150,000	150,000	150,000
Public Service	129,936	142,111	146,878	146,824
Public Facility Improvements	361,366	72,098	1,122,696	113,199
CDBG Administration	<u>161,077</u>	<u>215,358</u>	<u>207,215</u>	<u>150,599</u>
Total Expenditures & Other Uses	\$ 958,668	\$ 802,061	\$ 1,808,589	\$ 773,055

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: Community Development Block Grant Fund
Department: Leisure Services & Social Services
PURPOSE

Two segregated funds account for Federal grant revenues from the US Department of Housing and Urban Development (HUD). A budget is adopted each year for the current year grant authorization. Guidelines from HUD place limits on the amount of funding each year that can be used for administration, social service and local option programs and restrict the utilization of funds to low and moderate income beneficiaries.

LONG-TERM STRATEGY

The Town provides Housing Services and Public Services through this fund. Leisure Services and Social Services Department is responsible for both Housing Services and Public Services. The Town will continue to appropriate its annual grant authorization to fund these services.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Intergovernmental	\$1,015,000	\$666,000	\$812,000	\$866,000	\$959,000
TOTAL REVENUES	\$1,015,000	\$666,000	\$812,000	\$866,000	\$959,000
<u>Expenditures:</u>					
Grant Activities	\$1,015,000	\$666,000	\$812,000	\$866,000	\$959,000
TOTAL EXPENDITURES	\$1,015,000	\$666,000	\$812,000	\$866,000	\$959,000
OPERATING RESULTS	--	--	--	--	--
FUND BALANCE	--	--	--	--	--

CDBG HOUSING REHAB					
FUND BALANCE	\$21,000	\$21,000	\$ --	\$ --	\$ --

COMBINED FUND	\$21,000	\$21,000	\$ --	\$ --	\$ --
BALANCE					

Fund: Community Development Block Grant Fund**Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE**

The Community Development Block Grant Fund is a formula grant from the Federal government that supports eligible public service activities, housing rehabilitation projects and other construction. While two separate funds are utilized to segregate these activities, the source of funding is one Federal grant from HUD. The CDBG Housing Rehabilitation Fund is used to account for grants and loans made to eligible homeowners as well as loan repayments. In order to accurately present fund balance, both funds must be combined and viewed as one. A fiscal year may end with a negative balance only because the drawdown from HUD lags expenditures. Expenditures are shown on a budgetary basis and include end of year encumbrances.

FISCAL YEAR 2020 OPERATING RESULTS

The current year budget is projected to be fully expended. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year. Any remaining balance will be carried over through a budgetary amendment.

FISCAL YEAR 2021 BUDGET

The grant entitlement award for fiscal year 2021 has not yet been announced. As such, it is assumed that the grant award will be consistent with the current year (\$973,055). Beginning in fiscal year 2020, responsibility for CDBG grant activities is centralized in the department of Leisure and Social Services. Allocation of grant funds between program activities is detailed below.

Community Block Grant Entitlement		FY 2021
<u>Fund</u>	<u>Program</u>	<u>Adopted</u>
CDBG	Housing Rehabilitation Services	\$212,433
CDBG	Code Enforcement	150,000
CDBG	Public Service	146,824
CDBG	Public Facility Improvements	113,199
CDBG	CDBG Administration	150,599
CDBG Housing Rehab	Housing Rehabilitation Grants /	
	Loans	<u>200,000</u>
	TOTAL	\$973,055

ANNUAL BUDGET 2020-2021

Fund: Community Development Block Grant Fund

Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Housing Rehabilitation Services	\$156,289	\$222,494	\$ 93,942	\$181,799	\$212,433	-4.5%
Code Enforcement	150,000	150,000	50,000	150,000	150,000	
Public Service	129,936	142,111	59,909	146,879	146,824	3.3%
Public Facility Improvements	361,366	72,098		1,122,696	113,199	57.0%
CDGB Administration	<u>161,077</u>	<u>215,358</u>	<u>108,108</u>	<u>207,215</u>	<u>150,599</u>	-30.1%
TOTAL	\$958,668	\$802,061	\$311,959	\$1,808,589	\$773,055	-3.6%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Regular Payroll	\$163,203	\$177,252	\$76,690	\$177,252	\$187,744	5.9%
Temporary Payroll	73,676	73,696	41,628	77,696	74,129	.6%
Education Premium Pay	98	102				-100.0%
Office Expense	1,460	2,210	354	1,770	2,415	9.3%
Dues and Travel	45	250		250	450	80.0%
Training		600		500	600	
Advertising	1,289	6,541	692	1,500	1,400	-78.6%
Professional Services		30,000		30,000		-100.0%
Contractual Services	133	75,500	780	38,500	75,500	
General Contributions	107,000	110,000	50,000	107,000	107,000	-2.7%
Utilities	3,512	4,180	1,588	4,143	4,148	-.8%
Telecommunications	695	1,330	150	600	300	-77.4%
Maintenance & Repairs	1,085	3,560	604	3,485	3,760	5.6%
Special Events	2,532	2,950	928	3,950	2,950	
Town Assistance	127					
Rental/Leases	4,000	4,225	4,225	4,225	4,225	
Public/Private Partnerships	6,204	72,098		80,681	113,199	57.0%
Social Security	12,906	10,853	6,720	8,308	6,701	-38.3%
Pension	79,419	78,487	78,487	78,487	74,080	-5.6%
Risk Management Expense	96,121	98,227	49,113	98,227	64,454	-34.4%
Transfer Out	<u>405,163</u>	<u>50,000</u>		<u>1,092,015</u>	<u>50,000</u>	
TOTAL	\$958,668	\$802,061	\$311,959	\$1,808,589	\$773,055	-3.6%

Fund: Community Development Block Grant Fund

Department: Leisure Services & Social Services

Full-Time Positions:	<u>Authorized Positions</u>			Revised	Adopted
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Community Partnership Manager	0.40	0.40	0.40	0.40	0.40
Neighborhood Resource Coordinator					
Construction Coordinator*	1	1			
Community Programs Coordinator			1	1	1
Social Services Manager	.05	.05	.05	.05	.05
Social Worker	0.50	0.50	0.50	0.50	0.50
Senior Staff Assistant	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
TOTAL	2.10	2.10	2.10	2.10	2.10

* Position was assigned to the Community Development department.

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

CDBG – HOUSING REHABILITATION FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Community Development Block Grant	\$	\$ 165,000	\$ 165,000	\$ 200,000
Loan/Grant Repayments	129,541			
Interest Income	24,396			
Miscellaneous	230			
Total Revenues & Other Resources	\$ 154,167	\$ 165,000	\$ 165,000	\$ 200,000

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Housing Rehabilitation Activities	\$ 154,167	\$ 165,000	\$ 165,000	\$ 200,000
Total Expenditures & Other Uses	\$ 154,167	\$ 165,000	\$ 165,000	\$ 200,000

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: CDBG – Housing Rehabilitation Fund
Department: Leisure Services & Social Services

PURPOSE

The CDBG Housing Rehabilitation Fund is one of two funds that receive Federal grant monies from the U.S. Department of Housing and Urban Development. Through this fund, grants and loans are made to eligible homeowners and loan repayments are recorded.

LONG-TERM STRATEGY

The fund will continue to offer loans and grants to eligible homeowners to the extent that Federal grant monies from Housing and Urban Development and loan repayment funds are available.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Intergovernmental	\$	\$	\$	\$	\$
Loan/Grant Repayments	160,000	162,000	158,000	187,000	130,000
Interest	27,000	47,000	12,000	40,000	24,000
Miscellaneous	1,000	2,000	1,000		
TOTAL REVENUES	\$188,000	\$211,000	\$171,000	\$227,000	\$154,000
<u>Expenditures:</u>					
Grant Activities	221,000	211,000	192,000	227,000	154,000
TOTAL EXPENDITURES	\$221,000	\$211,000	\$192,000	\$227,000	\$154,000
OPERATING RESULTS	(\$33,000)	--	(\$21,000)	--	--
FUND BALANCE	\$21,000	\$21,000	--	--	--

FISCAL YEAR 2020 OPERATING RESULTS

The CDBG entitlement grant and repayments are projected to be fully expended in fiscal year 2020. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year.

FISCAL YEAR 2021 BUDGET

The total expected grant amount to be used for housing rehabilitation for fiscal year 2021 is \$200,000. These funds, as well as any carryover funds and loan repayments, will be used for loans and grants to low income residents.

Fund: CDBG – Housing Rehabilitation Fund
Department: Leisure Services & Social Services

PROGRAM PERFORMANCE MEASURES & INDICATORS

CDBG – Housing Rehabilitation Fund

(Fiscal Year)

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Adopted 2020</u>
Housing Rehabilitation Projects*	10	8	11	10	3	6
Elderly Assistance Projects	9	2	3	2	0	4
Number of Applications Approved*	19	10	14	12	4	
Number of Applications Denied/ Withdrawn	6	2	2	4	5	
Number of Inquiries	32	14	31	25	9	
Number of Projects Completed	22	10	14	12	4	10
Housing Rehabilitation Dollars Spent*	\$177,020	\$177,615	\$146,818	\$147,871	\$27,013	
Elderly Assistance Dollars Spent*	\$102,019	\$21,955	\$23,560	\$7,070	\$0	
Warranty Dollars Spent*	\$5,022	\$4,375	\$11,275	\$0	\$0	
Total Dollars Spent	\$284,061	\$201,945	\$181,653	\$154,941	\$27,013	
Number of Full Time Positions	1	1	1	1	1	
Average Cost Per Housing Rehabilitation Project *	\$17,702	\$22,202	\$18,352	\$16,430	\$9,004	
Average Cost Per Elderly Assistance Program Project *	\$11,462	\$10,978	\$7,853	\$3,535	\$0	

In Fiscal Year 2019 the number of Housing Rehabilitation and Elderly Assistance projects was low due to staffing changes and program restructuring. Applications have not been accepted since February 2019.

*The method to calculation changed in 2019.

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

STATE HOUSING AND COMMUNITY DEVELOPMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Interest Income	\$	\$	\$	\$
Loan/Grant Repayments	<u>27,427</u>	_____	_____	_____
Total Revenues & Other Resources	\$ 27,427	\$	\$	\$
EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Transfer Out	\$ _____	\$ <u>27,500</u>	\$ <u>27,500</u>	\$ _____
Total Expenditures & Other Uses	\$	\$ 27,500	\$ 27,500	\$
CHANGE IN FUND BALANCE	\$ 27,427	(\$ 27,500)	(\$27,500)	\$
BEGINNING BALANCE	\$ 244	\$ 27,671	\$ 27,671	\$ 171
ENDING BALANCE	\$ 27,671	\$ 171	\$ 171	\$ 171

Fund: State Housing and Community Development Fund**Department: Community Development****PURPOSE**

This fund was created to meet state requirements to account for housing rehabilitation and development programs.

LONG-TERM STRATEGY

The State Housing and Community Development Fund will continue to receive loan repayments and fund services as fund balance permits.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Interest on Investment	\$	\$	\$ 4,000	\$	\$
Loan/Grant Repayments			5,000		27,000
TOTAL REVENUES	\$	\$	\$ 9,000	\$	\$27,000
TRANSFERS TO OTHER FUNDS	\$	(\$19,000)		(\$9,000)	
OPERATING RESULTS	\$	(\$19,000)	\$ 9,000	(\$9,000)	\$27,000
FUND BALANCE	\$19,000	\$	\$ 9,000	\$	\$27,000

REVIEW OF PERFORMANCE

The fund balance in the State Housing and Community Development Fund has varied based upon grant repayments and transfers to the General Fund to offset the cost of Social Services programs.

FISCAL YEAR 2020 OPERATING RESULTS

There is no estimated revenue for 2020. A budgeted transfer of \$27,500 to the General Fund is estimated, resulting in an estimated fund balance of \$171 as of June 30, 2020.

FISCAL YEAR 2021 BUDGET

The budget for fiscal year 2021 assumes no budgeted revenue, as loan/grant repayments will come solely from clients who sell their homes and pay-off their loans. Fund balance of approximately \$171 will remain at June 30, 2021.

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Charges for Services	\$ 315,752	\$ 327,000	\$ 341,000	\$ 352,632
Trust Income	367,762	356,596	360,000	365,000
Interest Income	5,975	3,500	5,000	6,000
Miscellaneous Revenue	<u>10,833</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Revenues & Other Resources	\$ 700,322	\$ 697,096	\$ 716,000	\$ 733,632

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Park Operations	\$ 507,479	\$ 467,415	\$ 461,871	\$ 470,443
Park Programs	104,973	128,138	131,891	133,442
Park Summer Camp	<u>128,577</u>	<u>134,180</u>	<u>132,597</u>	<u>137,685</u>
Total Expenditures & Other Uses	\$ 741,029	\$ 729,733	\$ 726,359	\$ 741,570

CHANGE IN FUND BALANCE	(\$ 40,707)	(\$ 32,637)	(\$ 10,359)	(\$ 7,938)
BEGINNING BALANCE	\$ 434,916	\$ 394,209	\$ 394,209	\$ 383,850
ENDING BALANCE	\$ 394,209	\$ 361,572	\$ 383,850	\$ 375,912

Fund: Westmoor Park Fund
Department: Leisure Services & Social Services
PURPOSE

A budgeted fund to account for income received from the Hunter Trust Fund and expenditures necessary to operate and maintain Westmoor Park, an environmental park located in West Hartford. The Fund pays for all operating expenses, maintenance cost and capital improvement costs associated with the facility. Revenue is received primarily from the Hunter Trust Fund, program revenues and donations, as well as interest income on fund balance.

LONG-TERM STRATEGY

The financial goal of the Fund is to cover all operating expenses with revenues and to utilize fund balance for capital investments. In this way, the operations of Westmoor Park are self-sufficient and do not rely on the General Fund.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Charges for Services	\$292,000	\$346,000	\$301,000	\$320,000	\$326,000
Interest Income	2,000	1,000	1,000	3,000	6,000
Trust Income	369,000	348,000	340,000	379,000	368,000
TOTAL REVENUES	\$663,000	\$695,000	\$642,000	\$702,000	\$700,000
<u>Expenditures:</u>					
Operational	\$617,000	\$675,000	\$609,000	\$651,000	\$663,000
TOTAL EXPENDITURES	\$617,000	\$675,000	\$609,000	\$651,000	\$663,000
TRANSFERS TO OTHER FUNDS	(\$28,000)	(\$128,000)	(\$28,000)	(\$28,000)	(\$78,000)
OPERATING RESULTS	\$18,000	(\$108,000)	\$5,000	\$23,000	(\$41,000)
FUND BALANCE	\$515,000	\$407,000	\$412,000	\$435,000	\$394,000

Fund: Westmoor Park Fund**Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE**

The fund has struggled over the years to achieve its goal of earning revenues sufficient to cover all operating expenses (excluding capital outlay). However, for the past several fiscal years the fund achieved an operating surplus, prior to transfers to other funds. Fund balance at June 30, 2019 was \$394,209.

FISCAL YEAR 2020 OPERATING RESULTS

The fund is expected to generate revenues of \$716,000 with corresponding expenditures of \$726,359, resulting in a reduction to fund balance of \$10,359. Fund balance at June 30, 2020 will be approximately \$383,850.

FISCAL YEAR 2021 BUDGET

The fiscal year 2021 budget anticipates revenues of \$733,632 with corresponding expenditures of \$741,570, resulting in a use of \$7,938 of fund balance. This may vary depending upon trust income generated by the Hunter Trusts.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
Westmoor Park Fund					
(Fiscal Year)					
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Number of instructional programs	517	516	564	543	450
Number of instructional program registrations	8,165	9,978	8,377	9,717	8,005
Number of Group tours/birthday parties	145	163	169	158	149
Program attendance-public classes/services	5,112	3,169	3,030	2,710	3,316
Program attendance-groups attending	6,403	8,069	7,596	7,727	5,857

WESTMOOR PARK FUND

MISSION

The mission of Westmoor Park is to promote, through interpretive programs, the acquisition of knowledge, attitudes, and a lifelong commitment to stewardship of the environment. In addition, it is expected that operating and capital costs will be paid by revenues from the Hunter Trust, Westmoor Park Fund and program fees.

BUDGET SUMMARY						
DEPARTMENT OF LEISURE SERVICES						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2018-19</u>	<u>2019-20</u>	<u>6 Months</u>	<u>2019-20</u>	<u>2020-21</u>	<u>Change</u>
Charges for Services	\$315,752	\$327,000	\$99,441	\$341,000	\$352,632	7.8%
Trust Income	367,762	356,596	119,099	360,000	365,000	2.4%
Interest Income	5,975	3,500	3,645	5,000	6,000	71.4%
Miscellaneous Revenue	<u>10,833</u>	<u>10,000</u>	<u>6,321</u>	<u>10,000</u>	<u>10,000</u>	
TOTAL	\$700,322	\$697,096	\$228,506	\$716,000	\$733,632	5.2%
<u>Expenditures:</u>						
Wages & Salaries	\$335,430	\$364,535	\$190,578	\$364,982	\$377,072	3.4%
Operating Expense	141,581	135,332	72,483	138,192	137,827	1.8%
Fringe Benefits	<u>264,018</u>	<u>229,866</u>	<u>134,257</u>	<u>223,185</u>	<u>226,671</u>	-1.4%
TOTAL	\$741,029	\$729,733	\$397,318	\$726,359	\$741,570	1.6%

	<u>Authorized Positions</u>			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Parks and Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL	2.1	2.1	2.1	2.1	2.1

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2021 Westmoor Park Fund budget reflects revenue of \$733,632 with corresponding expenditures totaling \$741,570. In total, expenditures increase \$11,837 primarily due to contractual cost-of-living and merit increases, increased professional and contractual services cost, and increased risk expense.

Hunter Trust Income

The Hunter Trust Fund provides for the majority of this fund's annual operational revenue. Based on the terms of the trust fund, 50% of the annual interest earned in the Hunter Trust (which is managed by Bank of America) goes to the Westmoor Park Fund. In fiscal year 2021, this amount is estimated to be \$365,000. In accordance with the Hunter Trust, if revenues exceed annual operating costs, the surplus remains in the Westmoor Park Fund.

ANNUAL BUDGET 2020-2021

Fund: Westmoor Park Fund

Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$145,347	\$163,550	\$70,300	\$152,642	\$152,683	-6.6%
Temporary Payroll	189,848	199,885	120,002	211,840	223,289	11.7%
Overtime	236	1,100	271	500	1,100	
Office Expense	4,773	5,000	1,931	4,800	5,300	6.0%
Dues and Travel	549	700	455	700	800	14.3%
Training	420	1,400		600	600	-57.1%
Advertising	8,417	7,000	3,919	9,500	9,700	38.6%
Professional Services	22,072	12,000	10,541	10,000	14,000	16.7%
Contractual Services	11,803	12,300	7,807	13,100	13,300	8.1%
Office/Minor Equipment		1,000		1,000	1,000	
Utilities	20,334	19,192	9,596	19,192	14,827	-22.7%
Telecommunications	1,089	1,200	514	1,200	1,100	-8.3%
Vehicles & Equipment Expense	1,863	2,600	1,285	2,600	2,600	
Operating Expense – Miscellaneous		500		500	500	
Merchandise for Resale		500		500	500	
Maintenance & Repairs	47,618	49,500	20,710	49,500	49,500	
Miscellaneous Supplies	10,390	9,440	6,641	11,000	11,100	17.6%
Insured Program Expenses	8,331	10,000	9,089	11,000	10,000	
Rental/Leases	3,921	3,000		3,000	3,000	
Social Security	13,136	20,234	7,167	13,553	14,797	-26.9%
Pension	67,079	72,862	72,862	72,862	64,785	-11.1%
Risk Management Expense	105,488	108,455	54,228	108,455	118,774	9.5%
Transfers Out	<u>78,315</u>	<u>28,315</u>		<u>28,315</u>	<u>28,315</u>	
Total Department	\$741,029	\$729,733	\$397,318	\$726,359	\$741,570	1.6%

ANNUAL BUDGET 2020-2021

DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Office Operations Specialist	0.67	0.67	0.67	0.70	0.70
Social Services Manager	0.95	0.95	0.95	0.95	0.95
Social Worker	2.5	2.5	2.5	2.5	2.5
Leisure Services Manager	0.75	0.75	0.75	0.75	0.75
Facility Supervisor	2.8	2.8	2.85	2.85	2.85
Program Supervisor	1	1	1	1	1
Recreation Specialist			1	1	1
Executive Assistant	1	1			
Grounds Maintainer	0.6	0.6	0.8	0.8	0.8
Senior Staff Assistant	0.9	0.9	0.9	1.9	1.9
Staff Assistant	0.9	1	1		
Community Partnerships Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
TOTAL GENERAL FUND	13.52	13.62	13.87	13.90	13.90
<u>LEISURE SERVICES FUND</u>					
Director of Leisure Services & Social Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.30	0.30
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	0.1				
Facility Supervisor	0.1	0.1	0.05	0.05	0.05
Recreation Specialist	1	1	1	1	1
Golf Course Superintendent	1	1	1	1	1
Assistant Golf Course Superintendent		1	1	1	1
Crew Leader	1	1		.5	.5
Grounds Maintainer	2.4	1.4	2.2	1.7	1.7
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL LEISURE SERVICES FUND	8.28	8.18	7.93	7.90	7.90
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Community Partnerships Manager	0.4	0.4	0.4	0.4	0.4
Community Programs Coordinator			1	1	1
Social Services Manager	0.05	0.05	0.05	0.05	0.05
Social Worker	0.5	0.5	0.5	0.5	0.5
Senior Staff Assistant	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL CDBG FUND	1.10	1.10	2.10	2.1	2.1

ANNUAL BUDGET 2020-2021

DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES (continued)

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL WESTMOOR PARK FUND	2.1	2.1	2.1	2.1	2.1
 TOTAL LEISURE SERVICES & SOCIAL SERVICES DEPARTMENT	 25	 25	 26	 26	 26

DEPARTMENT OF LIBRARY SERVICES**MISSION**

Welcoming all, the West Hartford Public Library (WHPL) brings people, information and ideas together to enrich lives and strengthen our diverse community.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ With the addition of a third collection of electronic (downloadable) materials, electronic circulation for FY 19 was up 48% over FY 18. Downloadable audiobooks continue to be the most popular format with circulation up nearly 62%.
- ✓ WHP began a program of “courtesy renewals” on physical items which has been very popular with borrowers. Items not in demand by other users are automatically renewed at the end of the initial loan period. This practice is consistent with that of most other area libraries.
- ✓ WHPL planned, promoted and hosted 1,327 programs for adults, teens and children during FY 19. Program attendance increased 8.5% over the previous fiscal year. Themed series programming, such as “The Year of Happiness” and “Trees of West Hartford”, has proven successful. To illustrate, twenty-three “Happiness” programs drew 2,310, attendees in the last quarter of FY 19 and the first half of FY 20.
- ✓ Children’s division staff were awarded an LSTA grant for a parent and child educational story time program, “Come Learn with Me” which targeted ESOL families with preschool age children. Children enjoyed a story with a librarian while parents learned specific methods of building vocabulary and literacy skills through stories and play.
- ✓ An expanded community partnership with the Fern Street Food Ministry and Foodshare now offers weekend food backpacks to families of middle and high school students experiencing food insecurity. Backpacks, prepared by community partners, are available to pick up at Faxon and Noah Webster Libraries throughout the school year

FISCAL YEAR 2021 GOALS & OBJECTIVES

- ❖ Operationalize year four initiatives/activities identified by staff related to current strategic plan with special focus on website redesign, spot renovations of physical spaces, and library branding including a new library logo.
- ❖ With funding from the West Hartford Library Foundation, develop a series of brief videos to promote library services to the community.
- ❖ Increase awareness of and participation in literacy skill formation programs for infants through targeted outreach to families, especially those who are new to the community or do not speak English as their first language. Program goal for FY 21 is to register 30 new families for library cards and services.
- ❖ Expand current and new adult technology programs to additional locations to increase the number of adults attending by at least 3%.
- ❖ Expand library program offerings for adults at the Bishops Corner Library through continued increased collaboration with the Bishops Corner Senior Center. Plan, develop and promote at least 5 collaborative programs.

DEPARTMENT OF LIBRARY SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Fines & Forfeitures	\$34,925	\$35,000	\$ 14,001	\$35,000	\$35,000	
TOTAL	\$34,925	\$35,000	\$ 14,001	\$35,000	\$35,000	
<u>Expenditures:</u>						
Wages & Salaries	\$2,485,669	\$2,608,095	\$1,166,985	\$2,624,964	\$2,495,769	-4.3%
Operating Expense	625,864	654,587	348,921	656,341	652,637	-0.3%
Social Security	175,161	179,905	81,557	180,897	181,609	0.9%
TOTAL	\$3,286,694	\$3,442,587	\$1,597,463	\$3,462,202	\$3,330,015	-3.3%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
General Fund	24	24	24	24	24
TOTAL	24	24	24	24	24

BUDGET & PROGRAM HIGHLIGHTS

With locations in each of the Town's three primary business centers, the West Hartford Libraries create opportunities for learning and connecting at town facilities every day, and online 24/7. The libraries support, on average, over 4,500 customer service interactions each day. The West Hartford Libraries have long gone beyond the traditional borrowing and lending of materials, research assistance, and programs for every age. Residents enjoy computer access, downloadable movies, music, books and magazines, current event and book discussions, conversation groups for speakers of other languages, writers' workshops, and a wide variety of online learning opportunities.

The budget for fiscal year 2021 reflects a decrease of \$112,572 or 3.3%. Wages and salaries reflect estimated merit increases for eligible employees offset by a decrease in temporary payroll. Operating expenses are consistent with the prior year, although funds have been reallocated to meet the changing priorities for materials purchases. Social security is adjusted in accordance with wage changes and participation in the social security alternative program.

ADMINISTRATIVE SERVICES DIVISION
SUMMARY OF REVENUES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Library Fines	\$34,925	\$35,000	\$ 14,001	\$35,000	\$35,000	
TOTAL	\$34,925	\$35,000	\$ 14,001	\$35,000	\$35,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$622,160	\$630,426	\$304,898	\$643,779	\$634,412	0.6%
Temporary Payroll	186,249	200,419	90,152	200,419	180,700	-9.8%
Overtime		880		880	880	
Education Premium Pay	2,338	2,040	1,523	2,040	3,780	85.3%
Office Expense	46,556	50,700	13,973	51,080	50,700	
Dues and Travel	3,137	4,450	1,853	4,450	7,897	77.5%
Professional Services	4,135	6,000	2,375	6,000	5,700	-5.0%
Contractual Services	1,429	1,200	719	1,200	1,500	25.0%
Office Equipment	250	400	125	400	400	
Information Technology	106,363	122,875	82,340	122,875	126,425	2.9%
Telecommunications	4,379	6,000	2,165	6,000	6,000	
ADA Expenditures		1,000	675	1,675	1,500	50.0%
Social Security	<u>58,133</u>	<u>58,481</u>	<u>27,605</u>	<u>59,443</u>	<u>62,244</u>	6.4%
TOTAL	\$1,035,129	\$1,084,871	\$528,403	\$1,100,241	\$1,082,138	-0.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Director of Library Services	1	1	1	1	1
Librarian II	3	3	3	3	3
Office Operations Specialist	1	1	1	1	1
Library Specialist	3	3	3	3	2
Library Assistant	—	—	—	—	<u>1</u>
TOTAL	8	8	8	8	8

ADMINISTRATIVE SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Administrative Services is made up of staff who provide essential services to the library system as a whole: administration, collections services, programs and community outreach, and technology services. All full-time staff members in this division assist with public service on a regular basis.

Regular Payroll: Administrative Services is staffed by eight full-time positions: the Director, Office Operations Specialist, three Librarians II, two Library Specialists and one Library Assistant. Estimated merit increases are included for these positions, where applicable.

Temporary Payroll: Temporary payroll funds part-time catalogers, publicity and program support, and IT support.

Overtime: This appropriation is used for the taking of minutes at the monthly Library Board meeting.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of office supplies that are shared across the system. Supplies are purchased using discounted pricing through the Town, CT Library Consortium, and State Department of Administrative Services. Ordering is processed centrally in order to maximize discounts and minimize shipping and handling fees. Supplies include envelopes and mailers, copy paper for internal use, toner, stationery, and library specific products. This appropriation also finances the costs associated with printing done by the Board of Education's print shop including forms such as library card applications, flyers for programs, and other printing that is unique to the library.

Dues & Travel: The appropriation for dues and travel maintains memberships in library-related organizations and attendance at workshops, such as those sponsored by the State Library and CT Library Association, and for several staff to attend the annual Connecticut and New England Library Association conferences. Workshops aid in skill building, updating understanding of information technologies and their application to library work. Many staff are now able to attend "webinars" or online workshops for free or reduced prices that allow them to maintain their skills, particularly in working with technology. When appropriate, these are held in the learning lab so several staff can attend at the same time. The increase is related to the consolidation of all division dues and travel within the Administrative Services Division

Professional Services: This appropriation is used for hiring presenters for programs open to the public and staff training. Funding has been used to bring workshop presentations, webinars, and other training opportunities to the library, enabling the library to provide in-house training for the entire staff at one time. It has also been used to hire consultants to help with planning, updating of technology, etc., in cases where that capacity does not exist on the staff. This also funds presentations to the public - programs for all ages from preschoolers through seniors - including author talks, discussions of local theater and art exhibits, puppetry and science programs for children, writing contests for teens, film series, and lectures on topics of interest.

Contractual Services: This appropriation is for banking services fees related to credit card revenues.

Office Equipment: This appropriation allows for the purchase and/or replacement of office equipment that has aged or fallen into disrepair.

Information Technology: This appropriation covers costs of software and platforms for a variety of library operations such as the integrated library system (ILS) for cataloging and circulation of materials, access to the national interlibrary loan and catalog system, online library calendar, and employee scheduling software.

Telecommunications: This funds desktop telephone services and faxes at the library's three locations, for maintenance, long distance calls and circuits.

ADA Expenditures: This appropriation is to fund sign language interpretation or similar services as requested under ADA.

Social Security: This appropriation is for required federal payments based upon actual wages paid and is adjusted based upon wage and salary modifications.

PROGRAM PERFORMANCE MEASURES & INDICATORS

Library Services – Administrative Services

(Fiscal Year)

	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>
<u>Library Customer Services:</u>					
Library Visitors	470,676	472,554	461,084	437,580	448,164
Library Website Visitors	391,619	357,847	331,812	315,289	308,641
Program and Museum Pass Attendance	31,983	34,163	30,272	29,632	31,642
Preschool Literacy Program Attendance	9,993	9,965	11,032	11,113	12,263
Card Holders	29,934	28,541	27,588	27,008	26,426
Instagram, Facebook and Twitter Followers			10,650	10,896	11,104
Newsletter Views			195,054	214,151	204,944
Number of Print Book & Media Loans	798,797	756,673	635,681	597,763	725,852
Number of Electronic Book & Media Loans	38,427	42,286	49,438	59,238	87,809
Loans per Capita	13.2	12.6	10.8	10.4	12.9
Reference Inquiries	86,588	83,467	77,676	74,902	81,189
Electronic Information Retrievals	370,292	373,657	309,818	444,368	388,721
Wireless (WIFI) Usage Sessions	75,714	94,698	100,340	94,820	101,539
Hours of Computer Use					
Number of Computer Sessions	58,686	56,871	53,438	47,528	46,560

ADULT SERVICES DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$382,099	\$445,732	\$177,497	\$453,014	\$426,861	-4.2%
Temporary Payroll	238,762	247,419	104,009	247,419	219,531	-11.3%
Overtime	2,702	5,624	1,623	5,624	6,951	23.6%
Education Premium Pay	1,740	1,740	458	1,740	1,740	
Office Expense	1,292	2,000	131	2,000	2,000	
Dues and Travel	570	900	230	900		-100.0%
Library Materials	282,126	282,300	154,434	282,300	280,300	-0.7%
Social Security	<u>44,497</u>	<u>47,432</u>	<u>19,352</u>	<u>47,924</u>	<u>42,202</u>	-11.0%
TOTAL	\$953,788	\$1,033,147	\$457,734	\$1,040,921	\$979,585	-5.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Librarian III	1	1	1	1	1
Librarian II	2	2	2	2	1
Librarian I	1	1	1	1	2
Library Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	6	6	6	6	6

ADULT SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

The Adult Services staff consists of reference librarians and circulation staff delivering a variety of programs and services while maintaining a high level of consistent customer service for all library users. Full-time staff operate from a “home-base” at one of the three libraries, but cover service points in each library location as needed, providing reference and information services, curating physical and electronic collections, and developing and leading programs on a wide variety of topics.

Regular Payroll: The Adult Services Division is staffed by six full-time positions who are based out of the Noah Webster Library. The appropriation reflects estimated merit increases offset by the filling of a vacancy at the start of the pay range.

Temporary Payroll: In order to cover customer services during all open hours, allocation is made for clerical and professional staff to cover public service desks at the Noah Webster Library when full-time staff are assigned to other locations or activities. Wages for part-time Sunday staff are included in this allocation, but are reduced as the use of full-time staff will increase.

Overtime (Sunday Hours): This appropriation is made to pay wages for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours. The increase in fiscal year 2021 results from the decision to utilize two full-time staff members on Sundays, rather than rely solely on part-time employees.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of supplies required for circulation services.

Dues & Travel: This appropriation is used to pay for workshops and travel for the division. This expense is moved to the Administrative Services Division.

Library Materials: This appropriation is for the purchase of library materials in all formats for the adult collection at the Noah Webster Library. It includes books, periodicals and newspapers, large-type materials, music CDs, audio books (including books on CD, downloadable audio books and PlayAways) and movies in DVD and Blu-Ray format. The Library builds as broad a collection of materials as possible, adhering to a collection development policy approved by the Library Board. Most items are ordered with negotiated discounts for library purchases; titles are discounted up to 46.5% off the list price and are shipped to the library at no cost. Also included are e-book, e-serials and e-audio collections for adults and the online research resources available 24/7 to West Hartford residents.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

FAXON BRANCH LIBRARY
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$202,305	\$202,864	\$ 96,317	\$202,864	\$208,732	2.9%
Temporary Payroll	73,149	80,319	30,358	80,319	75,500	-6.0%
Overtime	44					
Education Premium Pay	1,020	1,020	468	1,020	1,020	
Office Expense	1,490	1,500	893	1,500	1,500	
Dues and Travel	410	330	40	330		-100.0%
Library Materials	52,821	48,700	24,740	48,700	47,900	-1.6%
Social Security	<u>19,204</u>	<u>19,690</u>	<u>8,931</u>	<u>19,690</u>	<u>21,261</u>	8.0%
TOTAL	\$350,443	\$354,423	\$ 161,747	\$354,423	\$355,913	0.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Librarian II	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

FAXON BRANCH LIBRARY – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Faxon Library, located in the Elmwood neighborhood, is staffed by three full-time positions, a Community Engagement Librarian II, a Librarian I who provides outreach programming to students in the West Hartford pre-school and elementary schools in addition to general reference services to all ages, and a Circulation Library Assistant. Branch operations for both branch libraries are overseen by a Librarian III who spends 14-16 hours per week in each location. The budget includes estimated merit increases, where applicable.

Temporary Payroll: This allocation covers professional, clerical and page positions who provide direct customer service. The reduction reflects the reallocation of part-time staff between divisions to meet staffing and programming needs.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of office and library supplies that are needed at each branch location.

Dues & Travel: This appropriation is used to pay for workshops and travel for the division. This expense is moved to the Administrative Services Division.

Library Materials: This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

Social Security: This appropriation is for required federal payments based upon actual wages paid and participation of temporary employees in the Social Security Alternative Program.

BISHOPS CORNER BRANCH LIBRARY

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$220,605	\$226,167	\$105,705	\$226,167	\$222,152	-1.8%
Temporary Payroll	86,226	94,257	42,256	94,257	80,135	-15.0%
Education Premium Pay	720	720	380	720	1,020	41.7%
Office Expense	1,270	1,500	1,043	1,500	1,500	
Dues and Travel	350	330	50	330		-100.0%
Library Materials	52,873	50,600	27,774	50,600	50,100	-1.0%
Social Security	<u>21,113</u>	<u>22,265</u>	<u>10,237</u>	<u>22,265</u>	<u>22,902</u>	2.9%
TOTAL	\$383,157	\$395,839	\$187,445	\$395,839	\$377,809	-4.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Librarian III	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

BISHOPS CORNER BRANCH LIBRARY - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Bishops Corner Branch Library is staffed by three full-time positions: a Librarian III Branch Operations Manager who spends 14-16 hours per week in each of the two branch libraries; a Children's Librarian I who also serves as a member of the Children's Services team; and a Circulation Library Assistant. This appropriation reflects estimated merit adjustments, where applicable.

Temporary Payroll: This allocation covers professional, clerical and page positions who provide direct customer service. This appropriation reflects the reallocation of part-time staff between divisions to meet staffing and programming needs.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of office and library supplies that are needed at each location.

ANNUAL BUDGET 2020-2021

Dues & Travel: This appropriation is used to pay for workshops and travel for the division. This expense is moved to the Administrative Services Division.

Library Materials: This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

CHILDREN'S SERVICES DIVISION

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$228,083	\$225,356	\$107,181	\$227,608	\$226,746	0.6%
Temporary Payroll	128,639	129,782	49,150	123,761	94,868	-26.9%
Overtime	1,614	3,104	1,934	3,104	3,375	8.7%
Office Expense	2,929	3,500	3,071	4,200	3,500	
Dues and Travel	133	637	100	637		-100.0%
Professional Services	2,998	3,500	1,285	3,500	3,000	-14.3%
Library Materials	48,591	48,300	26,735	48,300	45,350	-6.1%
Social Security	<u>24,546</u>	<u>24,412</u>	<u>11,638</u>	<u>23,951</u>	<u>24,832</u>	1.7%
TOTAL	\$437,533	\$438,591	\$201,094	\$435,061	\$401,671	-8.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Librarian III	1	1	1	1	1
Librarian I		1	1	1	1
Library Specialist	1				
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

CHILDREN'S SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Children's Services Division is staffed by three full-time positions who are based out of the Noah Webster Library but who deliver programs and/or services in both branch libraries as needed.

Temporary Payroll: Part-time librarians, clerical staff and pages work in the Children's Division to provide programming, reference and reader's advisory service, circulate library materials, and maintain collections. Funding is reduced as the use of full-time staff will increase.

Overtime (Sunday Hours): This appropriation is for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours. The increase in fiscal year 2021 results from the decision to utilize more full-time employees on Sundays, rather than rely solely on part-time employees.

Office Expense: This appropriation covers the cost of office supplies as well as items that are specific to the children's area such as craft supplies that complement program themes and art materials to create room displays.

Dues & Travel: This appropriation is used to pay for travel for the division. Programs and materials are delivered to preschool programs throughout the town, especially for children who might not be taken to the library otherwise. This expense is moved to the Administrative Services Division.

Professional Services: This appropriation is used to fund presentations to the public in the rare instances that they are not available at no charge. Several grants fund special program series such as Sunday concerts for children.

Library Materials: This appropriation is for the purchase and replacement of library materials, in all formats, for the Children's collection at the Noah Webster Library. This includes books, periodicals and newspapers, DVD's and Blu Ray, and music CD's, as well as the purchase of electronic books and media.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

Youth Services

Library services for West Hartford's youth are provided by experienced staff in each of the three libraries, who welcome children, teens and families each day to engaging and age-appropriate spaces focused on literacy and cooperative learning. Librarians who specialize in working with specific age groups develop book and media collections as well as programs for infants through high school age school students. Age-appropriate databases and Internet resources enhance the collections and staff assist teens, children and parents in using these 21st century tools.

TEEN SERVICES DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$74,389	\$77,222	\$ 36,131	\$77,222	\$78,902	2.2%
Temporary Payroll	32,826	33,005	16,947	33,005	28,464	-13.8%
Office Expense	1,283	1,300	442	1,300	800	-38.5%
Dues and Travel	75	100	40	100		-100.0%
Professional Services	790	1,000	500	1,000	1,100	10.0%
Library Materials	9,614	15,465	3,189	15,465	15,465	
Social Security	<u>7,667</u>	<u>7,624</u>	<u>3,791</u>	<u>7,624</u>	<u>8,168</u>	7.1%
TOTAL	\$126,644	\$135,716	\$ 61,040	\$135,716	\$132,899	4.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

TEEN SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Although Teen Services is a separate division serving a unique audience, the Teen Services Librarian works under the direction of the Children's Services Manager and serves as an additional member of both the Adult and Children's Services teams, while focusing on developing programs and collections of interest to middle and high school age customers. Estimated merit increases are included in this appropriation.

Temporary Payroll: This appropriation covers the cost of library assistants who assist with teen programs and provide adult supervision of teens using the Teen Room at the Noah Webster Library.

Office Expense: This appropriation covers the cost of supplies that are specific to the teen area and teen programs.

Dues and Travel: This appropriation funds registration for employees at relevant State sponsored workshops. This expense is moved to the Administrative Services Division.

Professional Services: This appropriation is used to hire presenters for programs open to the public such as author talks, songwriter/performers, etc.

Library Materials: This appropriation is for the purchase of library materials for the Teen collection at the Noah Webster Library, including the purchase of electronic books and media, music, movies, television shows, comics and graphic novels for patrons. The Teen Services librarian works with staff at the branches to coordinate purchases for branch teen collections.

Social Security: This appropriation is for required federal payments based upon actual wages paid.

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

WEST HARTFORD

LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Library Grant	\$ 29,739	\$	\$	\$
Charges for Copies	16,513	15,000	15,000	15,000
Interest Income	<u>1,078</u>	<u></u>	<u></u>	<u></u>
Total Revenue & Other Resources	\$ 47,330	\$ 15,000	\$ 15,000	\$ 15,000

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Library Operations	<u>\$ 39,240</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>
Total Expenditures	\$ 39,240	\$ 15,000	\$ 15,000	\$ 15,000

CHANGE IN FUND BALANCE	\$ 8,090	\$	\$	\$
BEGINNING BALANCE	\$ 71,611	\$ 79,701	\$ 79,701	\$ 79,701
ENDING BALANCE	\$ 79,701	\$ 79,701	\$ 79,701	\$ 79,701

Fund: West Hartford Library Fund**Department: Library****PURPOSE**

A budgeted fund used to account for the Connecticard (now DeliverIT-CT) Program which is funded via State grant. Other programs accounted for in this fund include the operation of the library's copiers, which are supported by user charges, as well as other State grants and private foundation grants.

LONG-TERM STRATEGY

This fund maintains a minimal fund balance as grant revenues and charges for service are utilized on an annual basis to fund operating expenditures and capital equipment needed for the libraries.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Intergovernmental	\$22,000	\$ 9,000	\$ 8,000	\$ 8,000	\$ 30,000
Charges for Copies	18,000	18,000	20,000	18,000	16,000
Interest Income				1,000	1,000
TOTAL REVENUES	\$40,000	\$27,000	\$28,000	\$27,000	\$47,000
<u>Expenditures:</u>					
Library Operations	\$ 37,000	\$ 19,000	\$ 11,000	\$ 19,000	\$ 39,000
TOTAL EXPENDITURES	\$ 37,000	\$ 19,000	\$ 11,000	\$ 19,000	\$ 39,000
OPERATING RESULTS	\$ 3,000	\$ 8,000	\$ 17,000	\$ 8,000	\$ 8,000
FUND BALANCE	\$ 39,000	\$ 47,000	\$ 64,000	\$ 72,000	\$ 80,000

REVIEW OF PERFORMANCE

Fund balance of the Library Fund increased \$8,000 in FY 2019 resulting in a balance of approximately \$80,000 at June 30, 2019.

FISCAL YEAR 2020 OPERATING RESULTS

In fiscal year 2020, it is expected that the fund will earn \$15,000 in charges for copies. Estimated expenditures total \$15,000 resulting in fund balance rounded to \$80,000 at June 30, 2020.

FISCAL YEAR 2021 BUDGET

The fiscal year 2021 budget is comprised of copier revenue of \$15,000 and operating expense of \$15,000 for copier supplies.

DEPARTMENT: LIBRARY

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
Director of Library Services	1	1	1	1	1
Office Operations Specialist	1	1	1	1	1
Librarian III	3	3	3	3	3
Librarian II	6	6	6	6	5
Librarian I	3	4	4	4	6
Library Specialist	5	4	4	4	2
Library Assistant	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>6</u>
TOTAL LIBRARY	24	24	24	24	24

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EDUCATION**WEST HARTFORD PUBLIC SCHOOLS****MISSION**

To inspire and prepare all students to realize their potential and enhance our global community.

DISTRICT GOALS

Goal One: Advance achievement for all students and reduce disparity between and among groups.

Goal Two: Nurture the intellectual, physical and emotional well-being of students and create a safe and respectful learning community where all students are held to high expectations.

Goal Three: Attract, retain and develop high quality staff by providing professional development, resources and appropriate learning environments.

BUDGET SUMMARY EDUCATION SERVICES					
<u>Revenues</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Education Cost Sharing Grant	\$21,060,226	\$21,457,152	\$21,486,317	\$21,880,823	1.97%
School Building Subsidy	137,034				
TOTAL	\$21,197,260	\$21,457,152	\$21,486,317	\$21,880,823	1.97%

BUDGET SUMMARY EDUCATION SERVICES					
<u>Expenditures</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Education	\$163,271,882	\$168,800,689	\$168,800,689	\$170,073,528	0.75%
TOTAL	\$163,271,882	\$168,800,689	\$168,800,689	\$170,073,528	0.75%

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NON-DEPARTMENTAL OVERVIEW

This section of the budget contains those program expenditures that are not identified with a specific department for oversight and/or management purposes.

BUDGET SUMMARY NON-DEPARTMENTAL						
	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Wages & Salaries	\$ 104,563	\$ 104,964	\$ 50,162	\$ 104,964	\$109,780	4.6%
Operating Expense	11,524,534	12,264,784	6,343,584	12,264,784	13,104,244	6.8%
Fringe Benefits	<u>37,656,051</u>	<u>41,070,808</u>	<u>28,014,564</u>	<u>41,089,809</u>	<u>41,451,193</u>	0.9%
TOTAL	\$49,285,148	\$53,440,556	\$34,408,310	\$53,459,557	\$54,665,217	2.3%

	<u>Authorized Positions</u>			<u>Revised 2019-20</u>	<u>Adopted 2020-21</u>
Full-Time Positions:	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>		
Communication Systems					
Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Probate Court	\$ 43,972	\$ 45,260	\$ 19,498	\$ 45,260	\$ 45,260	
General Fund Contingency	565,000	1,525,000		1,525,000	769,020	-49.6%
Radio System Maintenance	335,046	175,277	82,866	175,277	183,160	4.5%
Private School Health Services	905,105	852,199		871,199	895,876	5.1%
Non-Public School						
Transportation	820,601	887,329		887,329	925,765	4.3%
Revaluation Litigation	43,425	25,000	12,550	25,000	25,000	
Health District Payment	588,159	664,541	332,270	664,541	708,102	6.6%
Employee Benefits						
Contributions	35,375,140	37,798,250	28,010,676	37,798,251	38,852,134	2.8%
Metropolitan District	<u>10,608,700</u>	<u>11,467,700</u>	<u>5,950,450</u>	<u>11,467,700</u>	<u>12,260,900</u>	6.9%
Total Department	\$49,285,148	\$53,440,556	\$34,408,310	\$53,459,557	\$54,665,217	2.3%

Probate Court Support:

The Town of West Hartford is liable for payment of administrative expenses for the operation of the Probate Court. Based upon historical experience, these costs are expected to total \$45,260 for fiscal year 2021.

General Fund Contingency:

This appropriation reflects a contingency for unsettled union contracts and termination pay. At the time of budget production, the Police and Fire contracts are current; all other union contracts remain in negotiation.

Radio System Maintenance:

The cost of maintaining and operating the town-wide radio communications system is \$183,160 for fiscal year 2021, an increase of \$7,883 or 4.5%. The Town has installed a new radio system which will include maintenance costs for the first year as well as the elimination of the need for one lease site.

Private School Services Fund Subsidy:

Included in the fiscal year 2021 budget is a subsidy of \$1,821,641 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$895,876) and transportation (\$925,765) services to the resident and non-resident children in West Hartford private schools. The subsidy for transportation services increases \$38,436 in fiscal year 2021 due to the assumption of higher rates and an additional after hours bus run. The subsidy for providing private school health increases \$43,677. This reflects merit increases for eligible school nurses, additional temporary payroll, increases in the pension and risk allocations, and a reduced reimbursement rate from the State, based upon experience.

Revaluation Litigation:

A total of \$25,000 is appropriated for costs associated with new or pending tax appeals of property assessments.

Health District Payment:

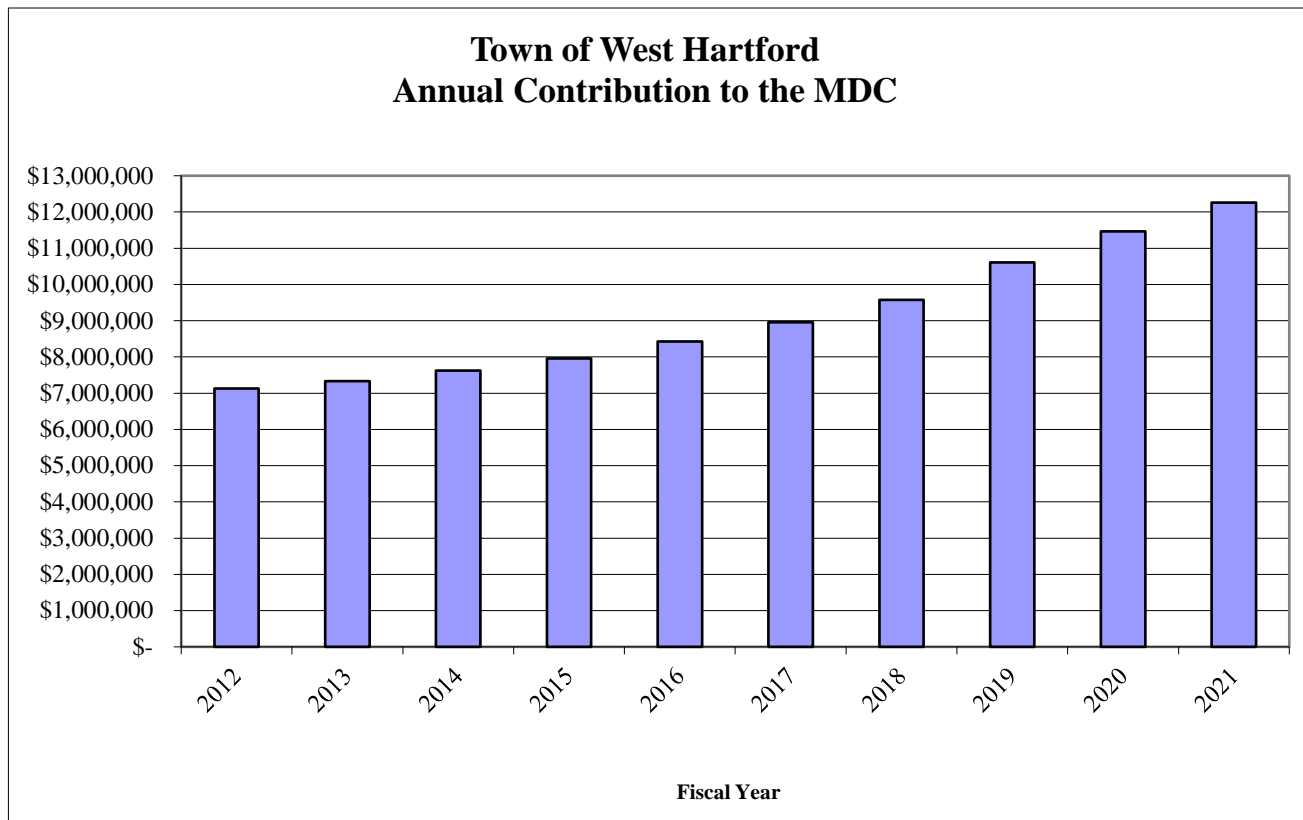
The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) from the General Fund totals \$708,102 for fiscal year 2021 based upon the district's adopted budget. As in prior years, an additional \$100,000 is paid from the Community Development Block Grant fund.

Employee Benefits Contributions:

This appropriation represents the General Fund's contributions to the Town's Pension Fund and Risk Management Fund, an internal service fund used to account for the Town's risk management programs: workers' compensation, Town health, heart and hypertension, self-insured and insured. The increase in the appropriation is driven by three factors. First, the Town's actuarially determined contribution to the Pension Fund increased from \$25,231,540 in fiscal year 2020 to \$26,328,447 in fiscal year 2021. This contribution is allocated to Town funds and the Board of Education based upon the percentage of covered payroll. Second, the Town continues its commitment to fund its Retiree Health Reserve, which pays for medical care for retirees. The Town's contribution for fiscal year 2021 is \$9,672,000, an increase of \$400,000. Finally, the Town's General Fund contribution to the Risk Management Fund has increased overall based upon claims experience. More detail on the Pension Fund and Risk Management Fund can be found in the Human Resources departmental section.

Metropolitan District Commission (MDC):

The payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The budget for fiscal year 2021 increases \$793,200 or 6.9% from the prior year.



TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Intergovernmental	\$ 688,261	\$	\$ 693,575	\$ 680,113
Charges for Services		786,646		
Transfer In	<u>1,725,706</u>	<u>1,739,528</u>	<u>1,758,528</u>	<u>1,821,641</u>
Total Revenues & Other Resources	\$ 2,413,967	\$2,526,174	\$2,452,103	\$2,501,754

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Medical Care Services	\$ 1,593,366	\$1,638,845	\$1,564,774	\$1,575,990
Non-Public School Transportation	<u>820,601</u>	<u>887,329</u>	<u>887,329</u>	<u>925,764</u>
Total Expenditures & Other Uses	\$ 2,413,967	\$2,526,174	\$2,452,103	\$2,501,754

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: Private School Services Fund
Department: Non-Departmental

PURPOSE

A budgeted fund whose purpose is to account for all services provided by the Town to private and parochial schools in West Hartford. These services include the busing of local students to non-public schools in West Hartford and health services to these schools. The Town receives a State grant to partially offset the cost of these services and a transfer from the General Fund is made each year representing the local costs of the program.

LONG-TERM STRATEGY

This fund maintains no fund balance as funding from State grants and the subsidy from the General Fund are designed to match annual operating expenditures.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Intergovernmental	\$780,000	\$482,000	\$572,000	\$559,000	\$688,000
TOTAL REVENUES	\$780,000	\$482,000	\$572,000	\$559,000	\$688,000
<u>Expenditures:</u>					
Operational	\$2,055,000	\$2,218,000	\$2,218,000	\$2,159,000	\$2,414,000
TOTAL EXPENDITURES	\$2,055,000	\$2,218,000	\$2,218,000	\$2,159,000	\$2,414,000
TRANSFERS FROM OTHER FUNDS	\$1,275,000	\$1,736,000	\$1,646,000	\$1,600,000	\$1,726,000
OPERATING RESULTS	-	-	-	-	-
FUND BALANCE	-	-	-	-	-

REVIEW OF PERFORMANCE

The General Fund costs to support the programs provided by the Private School Services Fund have varied over the five years presented, reaching a high of \$1,736,000 in fiscal year 2016. The reimbursement from the State of Connecticut for health services to non-public schools has been capped due to State budget constraints. In addition the private school transportation grant was eliminated in fiscal year 2017. Each of these reductions in State aid result in a higher required contribution from the Town.

FISCAL YEAR 2020 OPERATING RESULTS

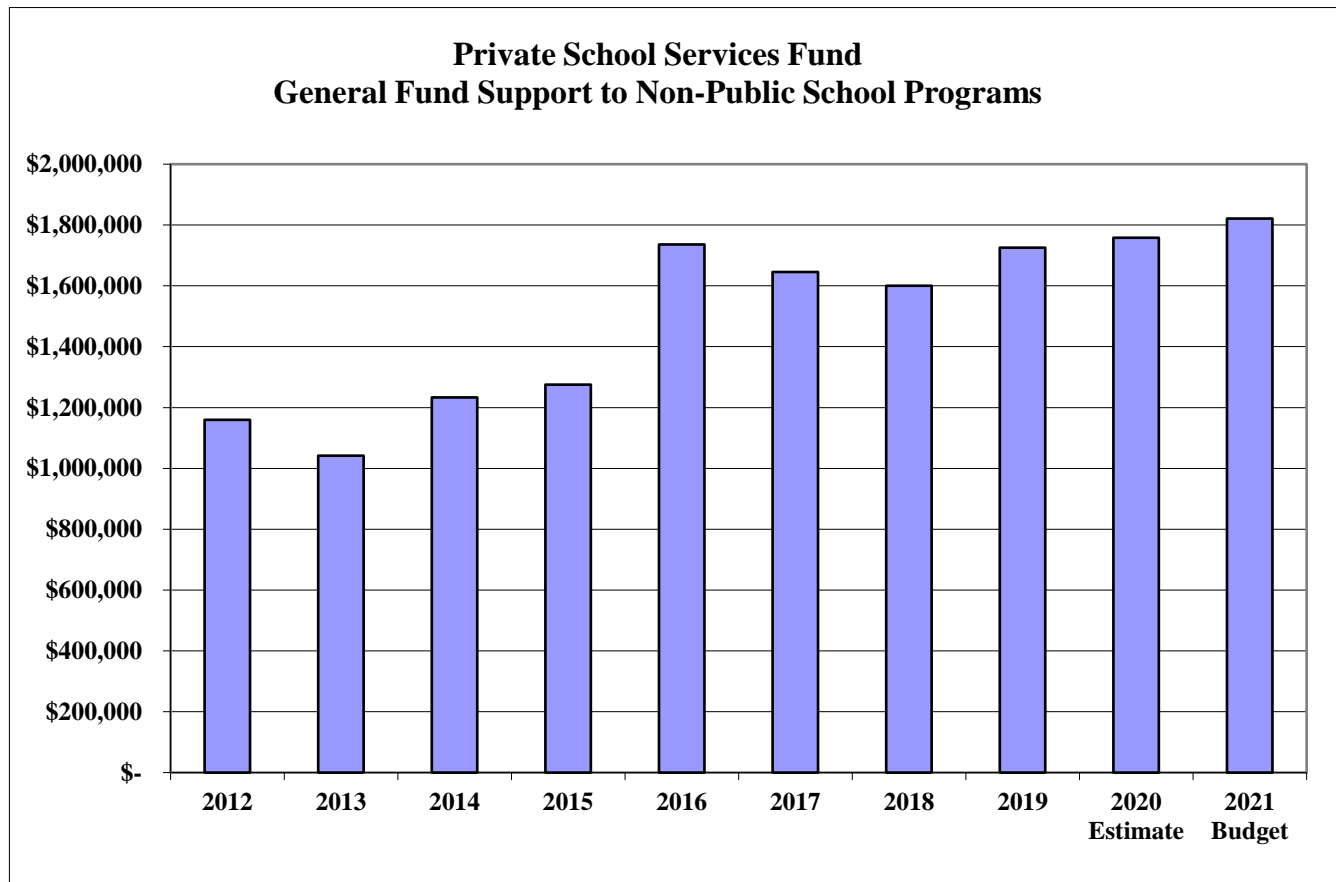
Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,758,528. This is an increase from the amount budgeted due to less than anticipated State grant receipt in 2020.

Fund: Private School Services Fund
Department: Non-Departmental

FISCAL YEAR 2021 BUDGET

Expenditures are projected to decrease \$24,420 in fiscal year 2021. Private school transportation is experiencing an increase in bus costs under the contract for said services. The cost of medical services for non-public schools increases due to wage adjustments and increases in risk costs. The State reimbursement percentage for health services is budgeted at approximately 50%, versus the 80% the Town should receive under existing State statutes.

<u>Full-Time Positions:</u>	Authorized Positions			Revised	Adopted
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>
Senior Nurse	1	1	1	1	1
Nurse	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
TOTAL	9	9	9	9	9



TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Rental of Facilities	\$ 19,799	\$ 19,800	\$ 19,800	\$ 19,800
Interest Income				
Transfer In	<u>3,643,030</u>	<u>4,037,055</u>	<u>3,901,932</u>	<u>3,921,919</u>
Total Revenues & Other Resources	\$3,662,829	\$ 4,056,855	\$ 3,921,732	\$ 3,941,719

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Capital Financing	\$ <u>3,902,975</u>	\$ <u>3,891,250</u>	\$ <u>3,831,544</u>	\$ <u>3,410,500</u>
Total Expenditures & Other Uses	\$ 3,902,975	\$ 3,891,250	\$ 3,831,544	\$ 3,410,500

CHANGE IN FUND BALANCE	(\$ 240,146)	\$ 165,605	\$ 90,188	\$ 531,219
BEGINNING BALANCE	(\$ 25,742)	(\$ 265,888)	(\$ 265,888)	(\$ 175,700)
ENDING BALANCE	(\$ 265,888)	(\$ 100,283)	(\$ 175,700)	\$ 355,519

Fund: Blue Back Square Fund
Department: Non-Departmental

PURPOSE

A fund created to account for the financial activity of the Blue Back Square (BBS) development project. This activity includes capital financing for public improvements and revenues generated from property taxes, Special Services District taxes, and parking operations.

LONG-TERM STRATEGY

The Blue Back Square Fund will fund the debt service on the \$48.82 million in general obligation bonds issued to fund public improvements within the Blue Back Square project. These public improvements included the purchase of two parking garages, renovations to the Town Hall and Noah Webster Library, and public infrastructure improvements. The net revenue generated from the operation of the parking garages and on-street parking and the Special Services District (SSD) taxes levied on the taxable property within the Blue Back Square development, as well as interest income generated within the fund is expected to fund the annual debt service costs.

REVIEW OF PERFORMANCE

In fiscal year 2010, the BBS capital project accounts were closed as the development was deemed complete. Remaining balances totaling \$475,437 were transferred to the BBS Fund and added to the reserve for capital projects to be used for maintenance and/or improvements to the garages. In addition, during fiscal year 2010, the Town refunded its long-term debt on the Blue Back Square project to take advantage of a favorable interest environment. This refunding will save the Town \$3,041,867 in debt service over the life of the bonds. As of June 30, 2019, the BBS fund had an accumulated deficit of (\$265,888) inclusive of the Capital Projects Reserve of \$125,721.

FISCAL YEAR 2020 OPERATING RESULTS

The estimate for fiscal year 2020 includes rental of facilities income of \$19,800 and a transfer of \$3,901,932 from the WHC-SSD Fund. This represents SSD taxes of \$1,714,000 and net proceeds from parking operations of \$2,187,932. Capital financing expenditures of \$3,831,544 represent interest and principal payments due in fiscal year 2020 on long-term debt.

FISCAL YEAR 2021 BUDGET

The budget for fiscal year 2021 includes rental of facilities revenue of \$19,800 and a transfer of \$3,921,919 from the WHC-SSD Fund, representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$2,207,919. Capital financing expenditures of \$3,410,500 are budgeted and represent interest and principal payments due in fiscal year 2021 on the fund's long-term debt. This significant reduction in capital financing is due to bond refunding savings achieved in 2019.

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Special Services District Tax	\$ 1,710,889	\$1,714,000	\$1,714,000	\$ 1,714,000
Parking Revenue	2,887,877	2,947,000	2,899,340	3,032,680
Parking Violation Revenue	104,102	87,500	87,500	87,500
Interest Income	<u>44,907</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
Total Revenues & Other Resources	\$ 4,747,775	\$4,768,500	\$4,720,840	\$ 4,854,180

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Parking Operations	\$ 1,104,745	\$ 731,445	\$ 818,908	\$ 932,261
Transfer Out	<u>3,643,030</u>	<u>4,037,055</u>	<u>3,901,932</u>	<u>3,921,919</u>
Total Expenditures & Other Uses	\$ 4,747,775	\$4,768,500	\$4,720,840	\$ 4,854,180

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: WHC – Special Services District Fund**Department: Non-Departmental****PURPOSE**

The West Hartford Center-Special Services District Fund is a component unit of the Town. Information on the Fund is included to provide support for expenditures in budgeted Town funds. The District is responsible for collecting a Special Services District Tax and operation of parking garages and surface lots within the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services and pays a management fee to the Parking Lot Fund. Net proceeds of the WHC-Special Services District Fund are transferred to the Town at year-end.

LONG-TERM STRATEGY

This fund will account for activities of the Special Services District, but maintain no fund balance as annual net proceeds are transferred to the Town and deposited in the Blue Back Square Fund.

FISCAL YEAR 2020 OPERATING RESULTS

For fiscal year 2020, the fund expects to earn Special Services District Tax of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$3,006,840. An estimated management fee of \$818,908 will result in a transfer of \$3,901,932 to the BBS Fund.

FISCAL YEAR 2021 BUDGET

The budget for fiscal year 2021 assumes Special Services District taxes of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$3,140,180. In January, 2020, the Town Council approved a new parking rate for transient metered parking for credit card users. The additional \$.14 per hour will be used to offset mounting bank fees associated with the processing of credit cards. Individuals who use cash to pay for parking will not be charge this additional rate. Also, the State of Connecticut passed legislation that imposed a sales tax on all metered parking. The sales tax is included the parking rate structure for both cash and credit card transactions, but is not considered additional revenue because it will be remitted to the State of Connecticut.

This budget assumes a management fee of \$932,261, resulting in a transfer to the BBS Fund of \$3,921,919.

DEPARTMENT: NON-DEPARTMENTAL

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2019-20	Adopted 2020-21
	2017-18	2018-19	2019-20		
<u>GENERAL FUND</u>					
Communications System Manager	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$
TOTAL GENERAL FUND					
<u>PRIVATE SCHOOL SERVICES FUND</u>					
Senior School Nurse	1	1	1	1	1
School Nurse	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$
TOTAL PRIVATE SCHOOL SERVICES FUND					
TOTAL NON-DEPARTMENTAL – ALL FUNDS	10	10	10	10	10

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CAPITAL FINANCING

This program is responsible for developing and administering the capital financing program for the Town and Board of Education.

BUDGET SUMMARY CAPITAL FINANCING						
	<u>Actual 2018-19</u>	<u>Adopted 2019-20</u>	<u>Actual 6 Months</u>	<u>Estimated 2019-20</u>	<u>Adopted 2020-21</u>	<u>Percent Change</u>
Debt Administration	\$ 77,795	\$ 90,000	\$ 12,733	\$ 90,000	\$ 90,000	
Transfer for Debt						
Service	18,422,035	17,243,303	7,952,512	16,515,218	17,228,952	-0.1%
Transfer to CNRE	<u>2,375,000</u>					
Total Department	\$20,874,830	\$17,333,303	\$7,965,245	\$16,605,218	\$17,318,952	-0.1%

BUDGET & PROGRAM HIGHLIGHTS

The budget for capital financing includes three components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; debt administration costs for the issuance of new debt; and, a transfer to the Capital Non-Recurring Expenditure (CNRE) Fund to finance capital projects that are not financed via long-term debt (per the guidelines of the Town's capital financing policy).

Bonded debt service is \$19,178,952 for fiscal year 2021. Of this amount, \$17,228,952 is appropriated in the General Fund and will be transferred to the Town's Debt Service Fund. The remaining \$1,950,000 is funded by bond premiums; (\$500,000) received from previous Town bond issuances, bond premium (\$500,000) from a \$17M bond issue in January, 2020 and Debt Service Fund fund balance (\$950,000). During FY 2019, the Town projected a substantial surplus by the end of the fiscal year. Anticipating a significant increase in debt service payments in FY 21, \$950,000 was specifically transferred to the Debt Service Fund to mitigate this increase.

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

DEBT SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Use of Bond Premium	\$ 500,000	\$ 350,000	\$ 350,000	\$ 1,000,000
Transfer In	18,422,035	17,243,303	16,515,218	17,228,952
Total Revenues & Other Resources	\$18,922,035	\$17,593,303	\$16,865,218	\$18,228,952

EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
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Debt Service	\$18,472,035	\$18,028,303	\$17,050,137	\$19,178,952
Transfer to Leisure Services Fund	250,000	50,000	50,000	50,000
Total Expenditures & Other Uses	\$18,722,035	\$18,078,303	\$17,100,137	\$19,228,952

CHANGE IN FUND BALANCE	\$ 200,000	(\$ 485,000)	(\$ 234,919)	(\$1,000,000)
BEGINNING BALANCE	\$ 1,379,812	\$ 1,579,812	\$ 1,579,812	\$ 1,344,893
ENDING BALANCE	\$ 1,579,812	\$ 1,094,812	\$ 1,344,893	\$ 344,893

Debt Service Fund

PURPOSE

A fund established in fiscal year 2010 to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs.

LONG-TERM STRATEGY

This fund will be used to accumulate resources for the payment of long-term debt in order to reduce the financial impact of these obligations on the General Fund.

REVIEW OF PERFORMANCE

The initial funding for the Debt Service Fund came from a bond premium from a previous debt issuance and \$2,758,897 of proceeds received by the Town for a litigation settlement. These proceeds were used to reduce the General Fund appropriation based upon the Town's capital financing model. All bond premiums received subsequently have been recorded as deferred revenue and are being used to offset debt service over a multi-year period.

FISCAL YEAR 2020 OPERATING RESULTS

The budget for fiscal year 2020 reflects a transfer in from the General Fund of \$16,515,218, and use of \$350,000 in bond premium, \$234,919 in fund balance, and anticipated debt service refunding savings to fund debt service payments of \$18,028,303. In December, 2019, the Town refunded \$18.5M of General Obligation bonds achieving slightly over \$1M in interest savings. Of that savings, \$728,085 will be applied to current year interest payments reducing the Town's overall Debt Service for the year to \$17,050,137.

In addition, a transfer of \$50,000 will be made to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink.

FISCAL YEAR 2021 BUDGET

In fiscal year 2021, a transfer from the General Fund of \$17,228,952, use of \$1,000,000 in bond premium, from prior and a current year bond sale, and use of \$950,000 of Debt Service Fund fund balance provides funding for debt service payments. During FY 2019, the Town projected a substantial surplus in the General Fund by year end. Anticipating a significant increase in debt service payments in FY 21, an additional \$950,000 was specifically transferred to the Debt Service Fund to mitigate this increase.

In addition, \$50,000 of Debt Service Fund fund balance will be transferred to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink.

TOWN OF WEST HARTFORD

Fiscal Year 2020-2021

BUDGET IN BRIEF

CAPITAL NON-RECURRING EXPENDITURE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Intergovernmental Revenue	\$ 253,736	\$	\$	\$
Sale of Assets	46,350		19,456	
Interest Income	37,631		37,000	
Transfer In	<u>2,390,629</u>			
Total Revenues & Other Resources	\$2,728,346	\$	\$ 56,456	\$
EXPENDITURES AND OTHER USES	ACTUAL 2018-2019	ADOPTED 2019-2020	ESTIMATED 2019-2020	ADOPTED 2020-2021
Capital Outlay	\$1,030,387	\$	\$ 769,651	\$
Transfer Out	<u>1,864,996</u>	<u>1,600,000</u>	<u>1,639,140</u>	<u>2,073,000</u>
Total Expenditures & Other Uses	\$2,895,383	\$1,600,000	\$ 2,408,791	\$2,073,000
CHANGE IN FUND BALANCE	(\$ 167,037)	(\$1,600,000)	(\$2,352,335)	(\$2,073,000)
BEGINNING BALANCE	\$ 5,472,623	\$ 5,305,586	\$ 5,305,586	\$ 2,953,251
ENDING BALANCE	\$ 5,305,586	\$ 3,705,586	\$ 2,953,251	\$ 880,251

Capital & Non-Recurring Expenditure Fund

PURPOSE

A budgeted fund created pursuant to CGS Section 7-360 to account for resources accumulated for capital projects or equipment purchases.

LONG-TERM STRATEGY

The Fund is a critical element of the Town's capital financing strategy. The Capital & Non-Recurring Expenditure (CNRE) Fund is utilized to facilitate transfers from the General Fund to be appropriated for capital projects and to accumulate proceeds from unexpended balances in capital project accounts after projects have been completed. The Fund makes a contribution each year to the capital improvement program for project financing. A transfer out represents the CNRE Fund's contribution to the Capital Projects Fund.

FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Revenues:</u>					
Intergovernmental	\$	\$ 245,000	\$	\$ 497,000	\$ 254,000
Miscellaneous		185,000	77,000	38,000	84,000
TOTAL REVENUES	\$	\$ 430,000	\$ 77,000	\$ 535,000	\$ 338,000
<u>Expenditures:</u>					
Capital Outlay	94,000	1,071,000	358,000	497,000	1,030,000
TOTAL EXPENSES	\$94,000	\$ 1,071,000	\$ 358,000	\$ 497,000	\$ 1,030,000
<u>Transfers:</u>					
Transfers In	\$2,997,000	\$2,480,000	\$3,205,000	\$3,900,000	\$2,390,000
Transfers Out	(1,640,000)	--	(1,320,000)	(3,828,000)	(1,865,000)
NET TRANSFERS	1,357,000	2,480,000	1,885,000	72,000	525,000
OPERATING RESULTS	1,263,000	1,839,000	1,604,000	110,000	(167,000)
FUND BALANCE	\$1,920,000	\$3,759,000	\$5,363,000	\$5,473,000	\$5,306,000

Fund: Capital & Non-Recurring Expenditure Fund
Department: Non-Departmental

REVIEW OF PERFORMANCE

The Town has been successful in accumulating funds for capital projects and equipment purchases in the CNRE Fund. This has been accomplished through sale of assets and transfers of year-end surplus from the General Fund. At June 30, 2019, the CNRE fund had unreserved, undesignated fund balance of \$5,305,586.

FISCAL YEAR 2020 OPERATING RESULTS

In fiscal year 2020, no intergovernmental revenue is anticipated. Sale of assets is expected to generate \$19,456 and interest income will total \$37,000. Capital expenditures are estimated at \$769,651 and transfers to fund capital projects are \$1,639,140. The Fund will have fund balance of approximately \$2,953,251 as of June 30, 2020.

FISCAL YEAR 2021 BUDGET

The budget reflects a transfer to the Capital Projects Fund of \$2,073,000 in fiscal year 2021, in accordance with the fiscal year 2021-2032 Capital Improvement Plan (CIP). This transfer will be funded via CNRE fund balance, leaving approximately \$880,251 as of June 30, 2021.

CAPITAL FINANCING SUMMARY

The 2021-2032 Capital Improvement Program (CIP) invests \$261,778,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment.

While the CIP is comprised primarily of recurring projects whose purpose is to maintain the infrastructure of the Town and prevent expensive repairs, there are also a few non-recurring projects as noted below.

- **Transportation and Circulation:** The Fern Street Bridge over Trout Brook, originally constructed in 1939, was recently inspected and recommended for replacement. It is still safe and should remain open, but is scheduled to be replaced in fiscal year 2022. The estimated cost of replacement is \$4,200,000 of which approximately \$3,000,000 will be funded via grant funds. The balance of \$1,200,000 will be funded through the issuance of bonds. Additional funds have been added to extend the linear miles of streets to be resurfaced and Storm Water Management project funds have been increased to address issues; culverts rehabilitation, levee inspection and additional design work.
- **Education:** The CIP includes \$2,350,000 in Year 1 and \$1,350,000 in Year 2 to address school security improvements. Grants of \$470,000 in Year 1 and \$270,000 in Year 2 will offset these expenses. The primary projects to be addressed over the next two years are related to enhancing the security features of main offices by creating controlled entrances for visitors. These entrances will feature security vestibules which will allow School office personnel to electronically monitor and permit access to the building.
- **Town Building Improvements:** In Year 1, \$100,000 is available for project planning for both the Animal Shelter and Police Shooting Ranges (\$50,000 for each project) and \$700,000 for each project construction in Year 2. The Recycling Center Modernization Project (\$1,370,000) is also scheduled to be completed in Year 1 of the plan.
- **Government Operations:** This is a new category which identifies projects previously listed under the Miscellaneous Improvements category. Funds for completion of the Property Revaluation Project (\$300,000) are included in Year 1 as well as funding for an automated Time and Attendance System (\$250,000) to be implemented in conjunction with the new MUNIS Payroll module
- **Rolling Stock/Miscellaneous Equipment:** This is also a new category with items previously identified under Miscellaneous Improvements category. Included in this category are replacement vehicles for Town operations (Assessor, Engineering, Building, and Planning), Public Safety (Police, Fire) and a replacement vehicle for Westmoor Park. Additionally, a new line item, Miscellaneous Equipment is also added. Year 1 includes funding for a washer for Fire protective gear, a replacement EKG machine and rescue tools for the Fire Department.

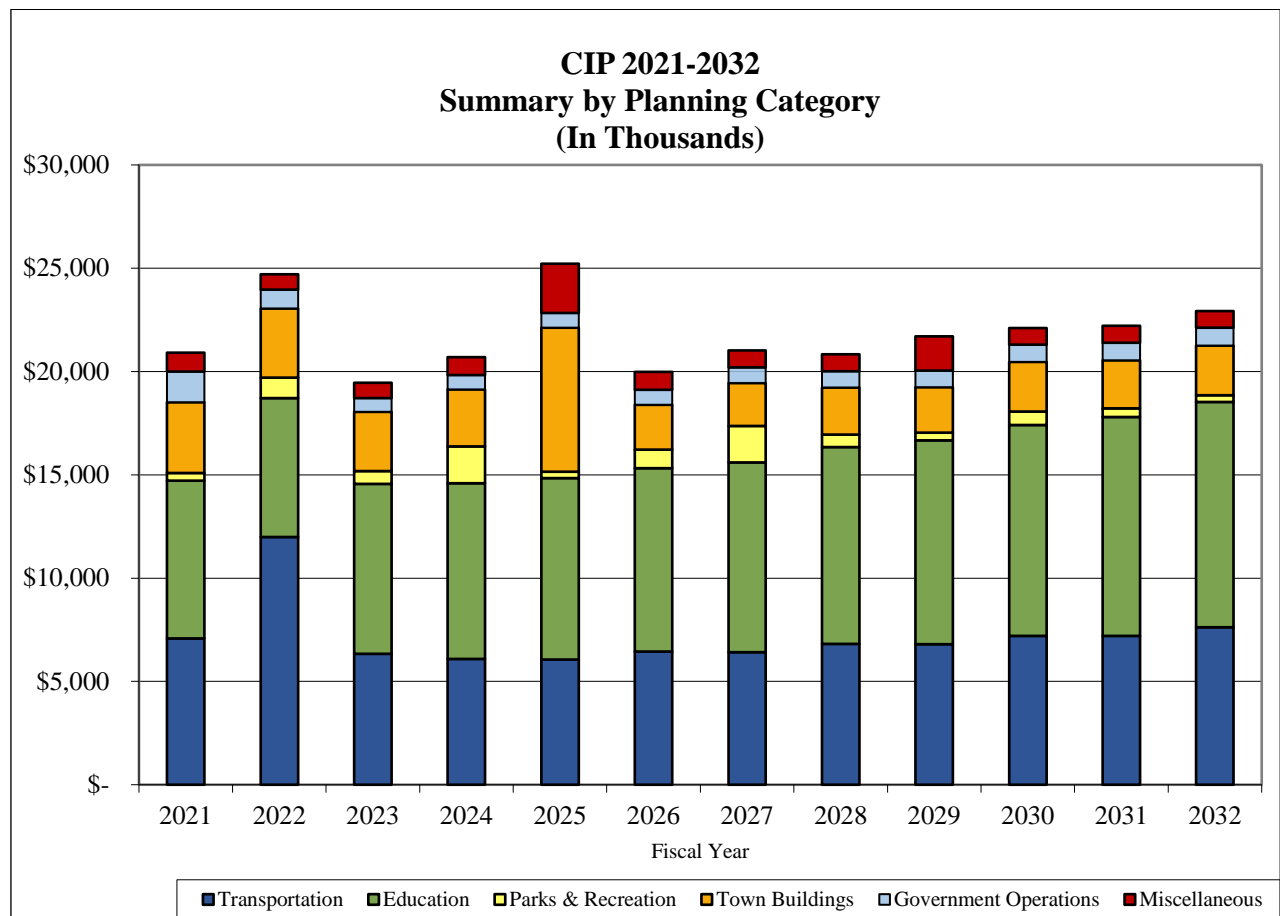
The Town utilizes four main financing sources for projects in the CIP: long-term debt (General Obligation Bonds), the Capital and Non-Recurring Expenditure (CNRE) Fund, State and Federal grants, and “other” funds. Projects being financed via other funds include projects at Rockledge Golf Course, which are financed through capital projects user fees for golfers, projects at Westmoor Park, which are financed through use of the Westmoor Park fund balance, and projects eligible for funding under the Community Development Block Grant program.

Twelve-year summaries of the Capital Improvement Plan by planning category and by financing source are found on the following pages.

ANNUAL BUDGET 2020-2021

Town of West Hartford Capital Improvement Plan 2021-2032 Summary by Planning Category (In Thousands)

Fiscal Year	Transportation & Infrastructure	Education	Parks & Recreation	Town Buildings	Government Operations	Rolling Stock & Misc. Equipment	Total
2021	\$7,083	\$7,640	\$370	\$3,424	\$1,487	\$914	\$20,918
2022	11,984	6,734	980	3,354	906	750	24,708
2023	6,336	8,228	625	2,855	675	730	19,449
2024	6,093	8,500	1,775	2,758	696	880	20,702
2025	6,064	8,775	315	6,962	717	2,380	25,213
2026	6,439	8,875	900	2,168	737	860	19,980
2027	6,420	9,175	1,770	2,076	760	815	21,016
2028	6,812	9,525	610	2,285	783	815	20,830
2029	6,797	9,875	370	2,196	806	1,665	21,709
2030	7,206	10,200	650	2,409	831	815	22,111
2031	7,199	10,600	420	2,324	856	815	22,214
2032	<u>7,629</u>	<u>10,900</u>	<u>320</u>	<u>2,409</u>	<u>856</u>	<u>815</u>	<u>22,929</u>
TOTAL	\$86,062	\$109,027	\$9,105	\$35,220	\$10,111	\$12,254	\$261,778

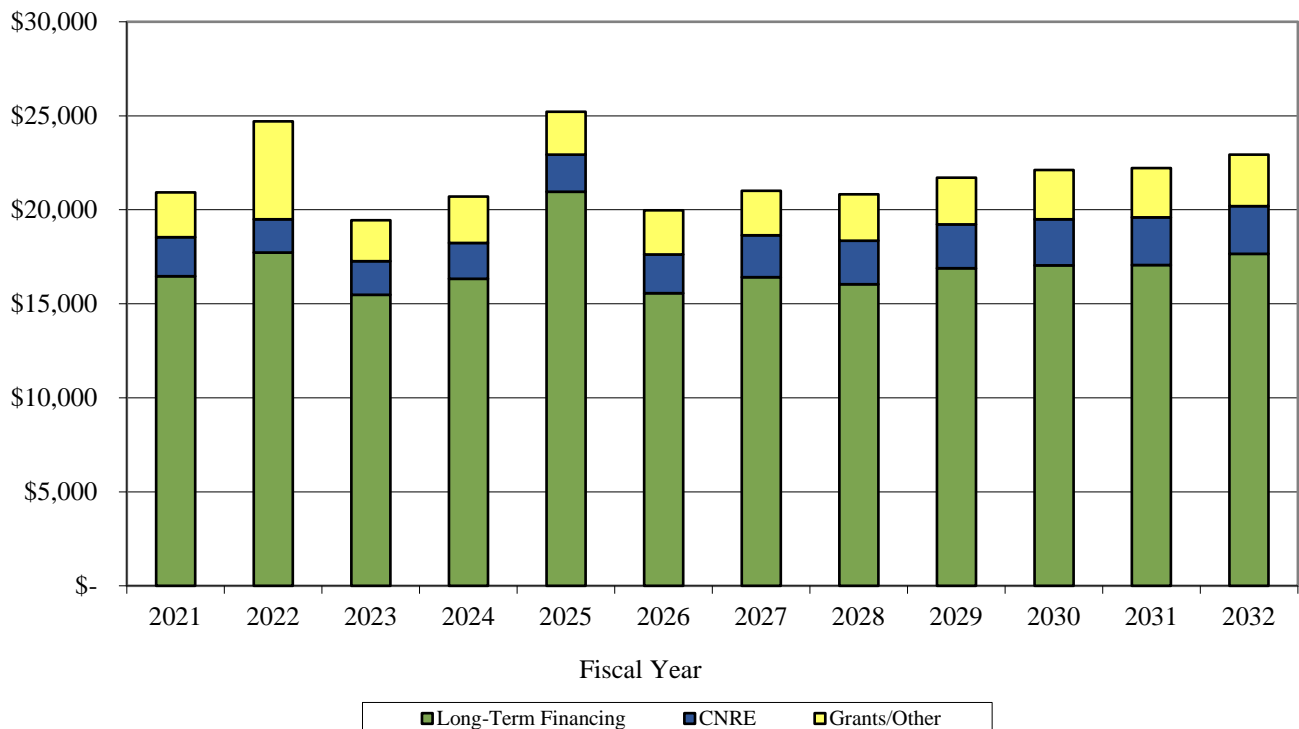


ANNUAL BUDGET 2020-2021

Town of West Hartford
Capital Improvement Plan 2021-2032
Summary by Financing Source
(In Thousands)

<u>Fiscal Year</u>	<u>Long-Term Debt</u>	<u>CNRE</u>	<u>Grants</u>	<u>Other</u>	<u>Total</u>
2021	\$16,464	\$2,073	\$1,891	\$490	\$20,918
2022	17,718	1,774	4,726	490	24,708
2023	15,473	1,800	2,026	150	19,449
2024	16,337	1,899	2,066	400	20,702
2025	20,954	1,988	2,121	150	25,213
2026	15,568	2,050	2,161	200	19,980
2027	16,414	2,231	2,221	150	21,016
2028	16,042	2,307	2,281	200	20,830
2029	16,886	2,332	2,341	150	21,709
2030	17,041	2,459	2,411	200	22,111
2031	17,061	2,532	2,471	150	22,214
2032	<u>17,658</u>	<u>2,540</u>	<u>2,531</u>	<u>200</u>	<u>22,929</u>
TOTAL	\$203,616	\$25,986	\$29,247	\$2,930	\$261,778

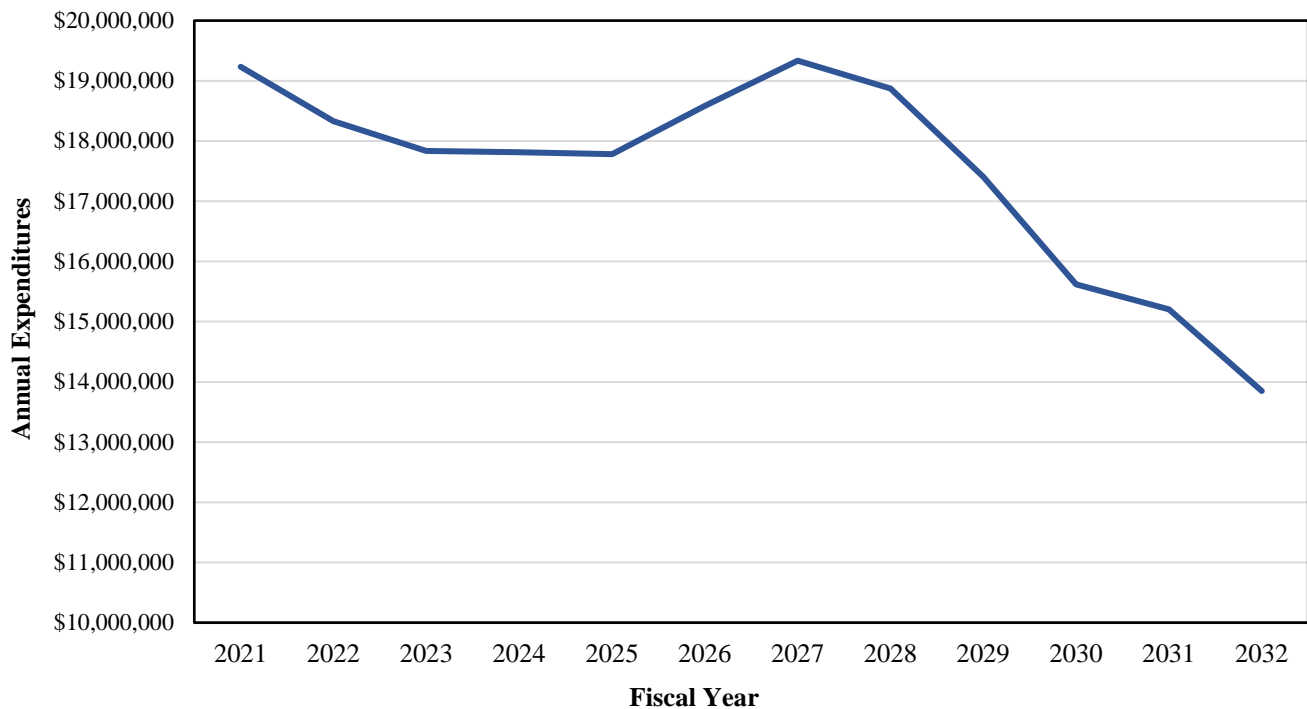
CIP 2020-2031
Summary by Financing Source
(In Thousands)



In order to ensure the CIP adheres to the Town's Capital Financing Guidelines, a capital financing model is maintained. This model utilizes project cost, timing and financing information from the CIP and develops information as to the timing and amount of bond issuances, anticipated debt service costs, and the financial impact on the General Fund. In addition, financial debt indicators such as debt service as a percentage of General Fund expenditures, percentage of principal repaid within ten (10) years, and outstanding debt per capita are computed in this model. These indicators are then reviewed to ensure that the Town is in compliance with its capital financing guidelines.

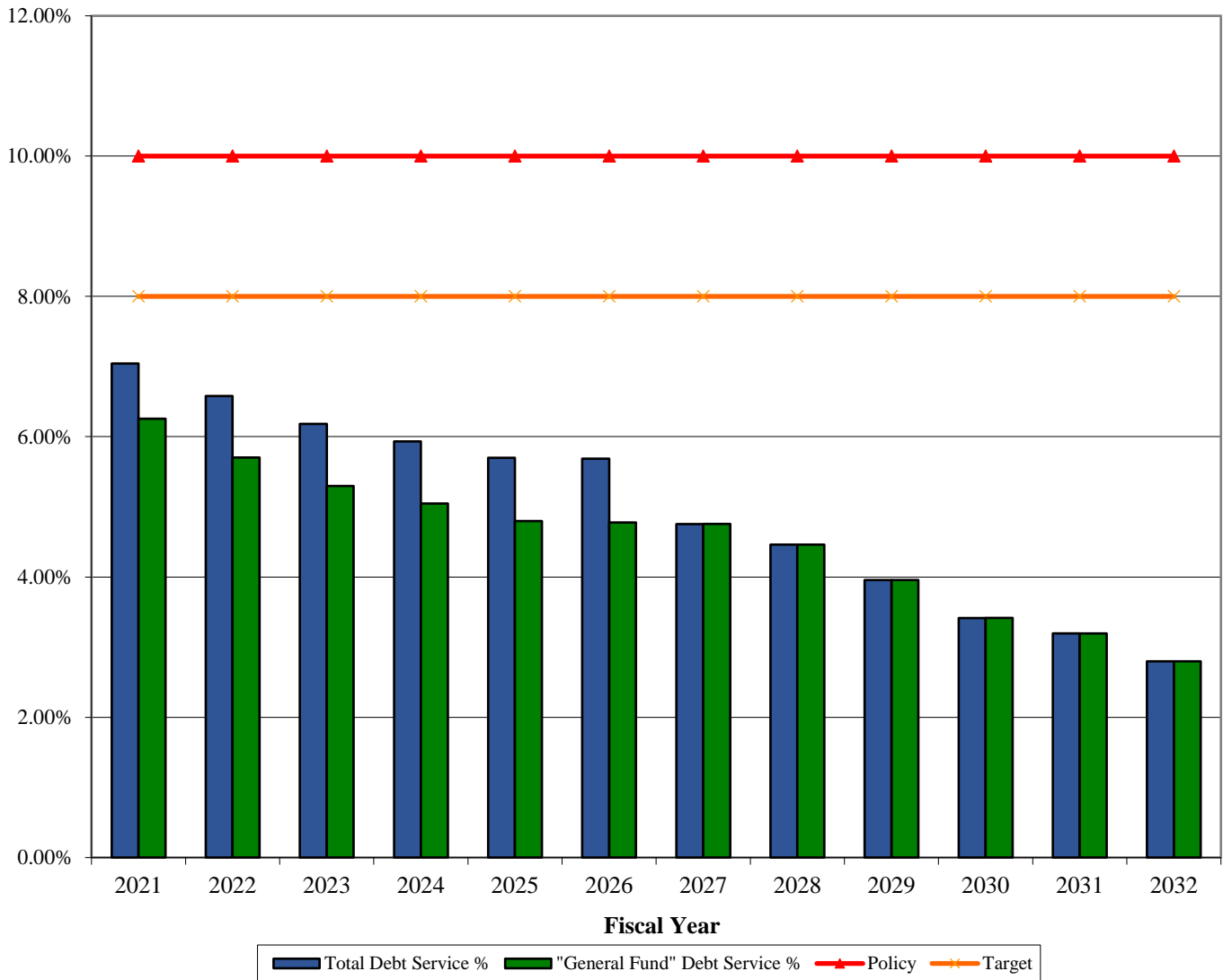
Based upon the CIP presented, it is expected that debt service, excluding the Blue Back Square (BBS) issuance being repaid by special services district revenues will vary from a low of \$13,848,083 in fiscal year 2032 to a high of \$19,334,529 in fiscal year 2027. These figures assume a general obligation bond interest rate of 2.75% in fiscal year 2021, with an increase of 0.25% to the rate every three years thereafter and an average term of 15 years, consistent with the type of projects being financed. The Town issued \$17,000,000 in general obligation bonds with a 15 year term in January 2020 at a rate of 1.485%. Debt service (exclusive of BBS) totals \$19,178,952 for fiscal year 2021, \$17,228,952 of which will be funded via a transfer from the General Fund. The remaining \$1,950,000 will be financed by planned usage of \$950,000 from the Debt Service Fund, fund balance, \$500,000 from prior bond sale issuance premiums and \$500,000 from January, 2020 bond sale premium.

General Fund - Debt Service Projection (Excludes Blue Back Square)



The Town's Capital Financing Guidelines state that debt service as a percentage of General Fund expenditures shall not exceed 10% and is targeted to be 8% or less. The CIP is in compliance with the 10% policy and 8% target over the entire twelve-year period.

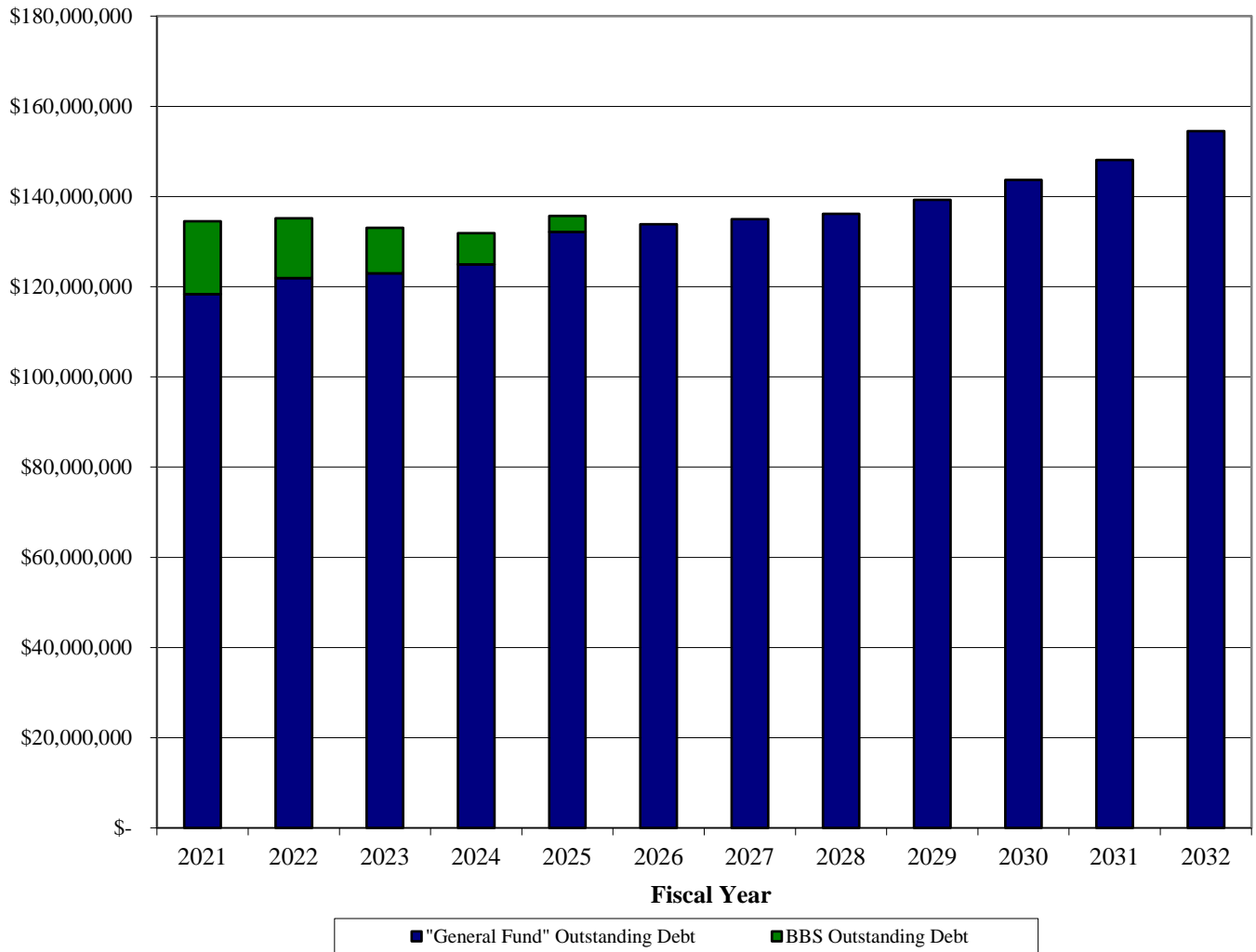
Town of West Hartford Debt Service as a Percent of Projected General Fund Expenditures



Note: The final payment on general obligation bonds for the BBS development will be made in fiscal year 2026.

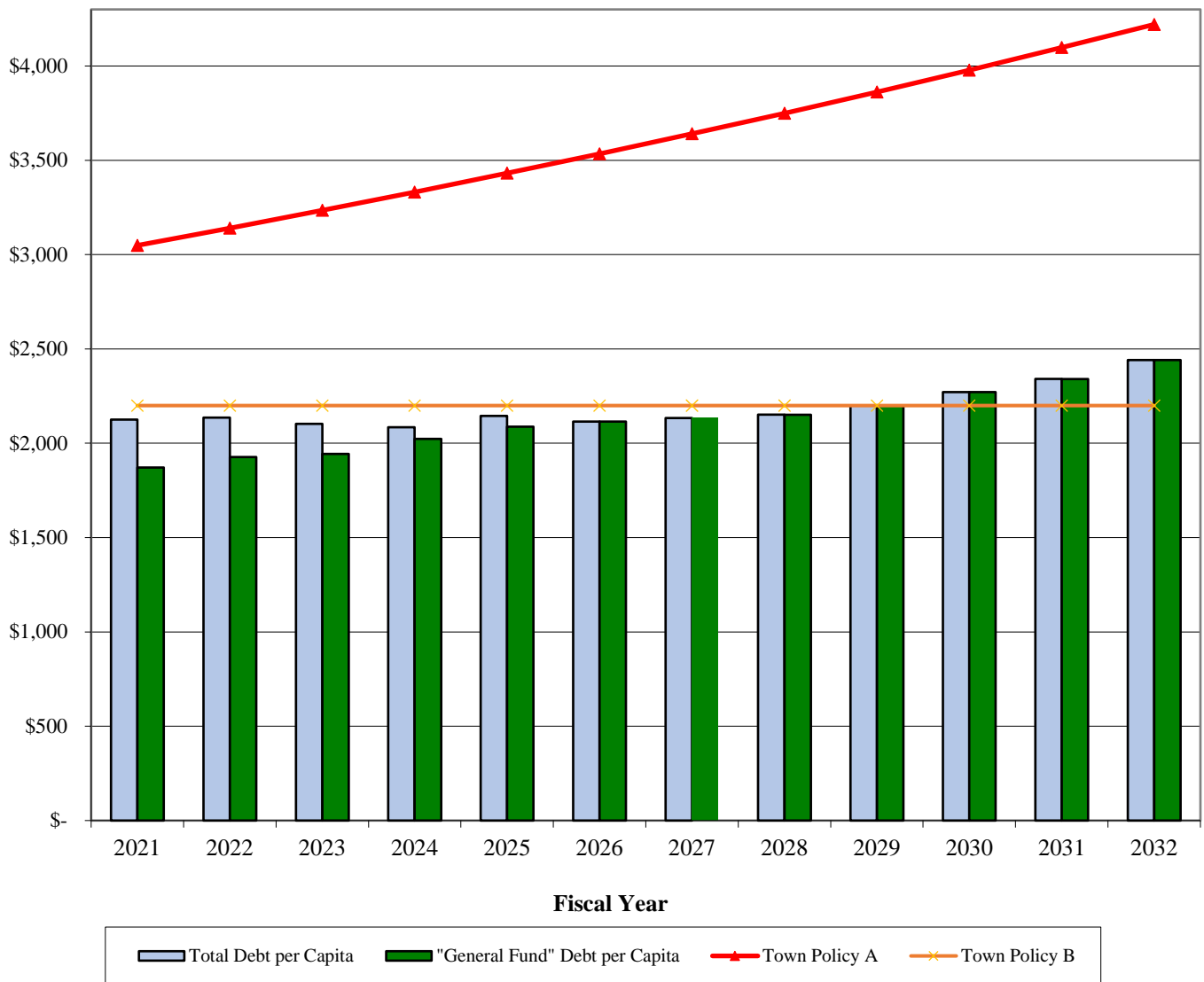
Total outstanding debt (including the BBS issuance) peaks at \$136,365,000 by the end of fiscal year 2021. Total outstanding debt is expected to decline through fiscal year 2028.

**Town of West Hartford
Outstanding Debt Projection**



Per the Capital Financing Guidelines, debt per capita should not exceed an amount equal to \$2,960 in 2020 dollars (adjusted 3% annually for inflation) or 5% of per capita income, currently \$2,200. As detailed in the graph below, the Town's debt per capita excluding the BBS issuance is within this parameter over the time period presented. Debt per capita for total debt is in compliance as well.

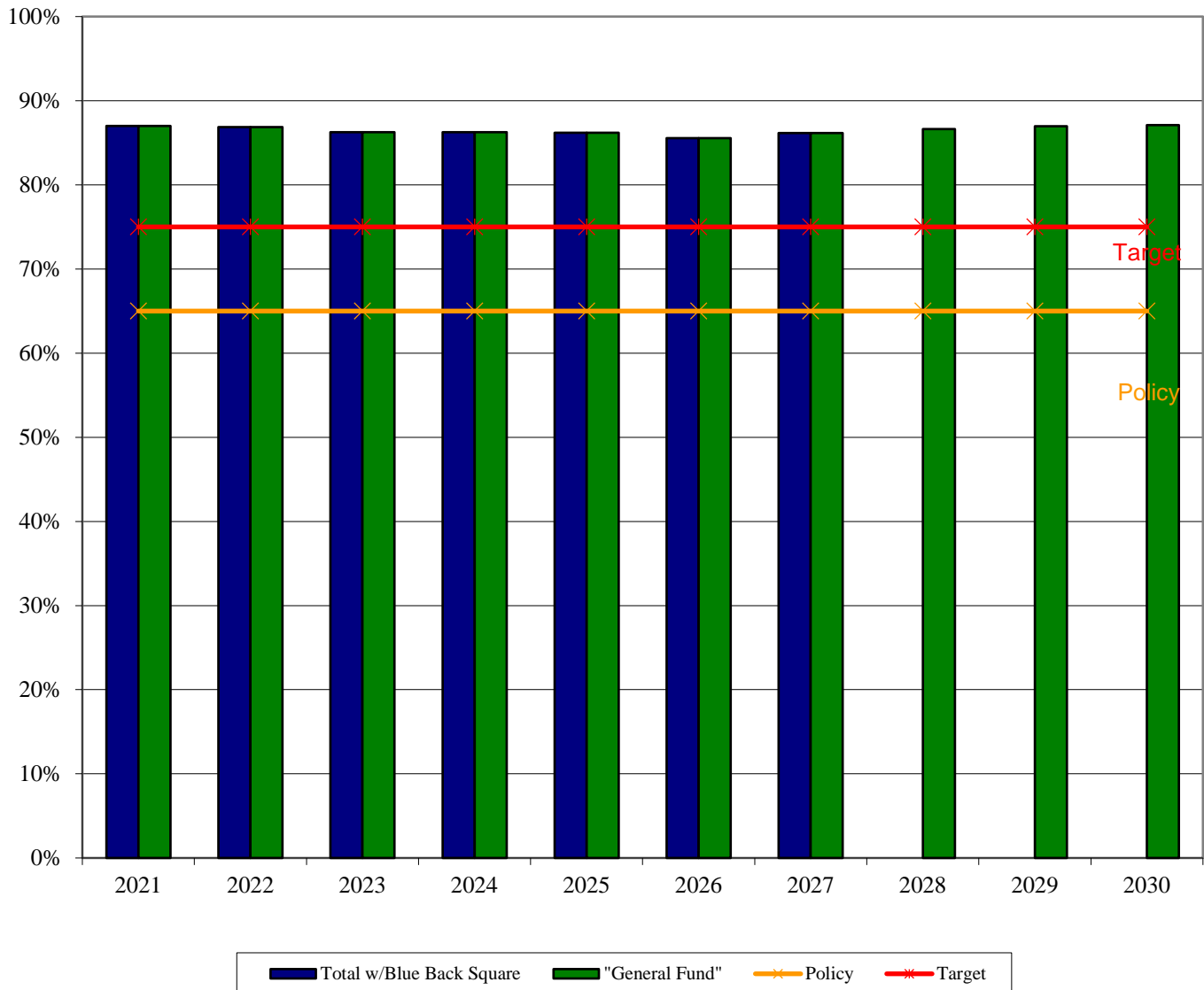
Town of West Hartford Debt per Capita Projection



Note: The final payment on general obligation bonds for the BBS development will be made in fiscal year 2026.

The Capital Financing Guidelines state that principal retired within 10 years shall be 65% or higher and is preferred to be above 75%. As detailed in the chart below, the CIP adheres to the policy and meets the target for all years.

Town of West Hartford Principal Retired within Ten Years



The Capital Improvement Plan presented continues the Town's investment in the infrastructure of the community, while adhering to the Town's Capital Financing Guidelines and balancing such improvements against the financial health and stability of the Town.

Town of West Hartford, Connecticut
Comprehensive Capital Financing Policy

March 2020

General Policy: The policy of the Town Council is that the development of a comprehensive Capital Improvement Plan is based primarily on economic considerations of affordability and the establishment of capital development needs and priorities. As such, this policy statement is designed to:

- (1) make a strong commitment to the strategic management of our capital financing process,
- (2) to delineate the acceptable parameters of debt issuance and management, and
- (3) to provide a framework for monitoring capital financing practices and results.

Strategic Management Policies:

1. In order to minimize debt service expenditures, the Town shall take the appropriate actions to maintain its "Aaa/AAA" credit rating.
2. For each capital project submitted for consideration, the Town shall identify potential financing methods available, making use of long-term debt the option of last choice.
3. Capital projects financed through the issuance of general obligation bonds shall be financed, when practical, for a period which does not exceed the useful life of the asset.
4. Flexibility should be maintained when determining general obligation bond issuance amounts, maturities and market timing, with consideration given to the existing and future bond market in order to obtain the most advantageous net interest rate.
5. The capital financing amounts shall be determined for each year of the Capital Improvement Plan based upon the policies relating to debt indicators adopted in the general obligation debt section of this policy. The development of the financial plan shall be based solely on financial capacity without regard to program need.
6. The Capital Improvement Plan shall present programmatic needs and priorities and will present a twelve (12) year plan that is divided into three sections:
 - A. Years 1-3 will contain specific individual project and financial plans. Council will adopt the first two years of the CIP for implementation and year three for final plan preparation.
 - B. Years 4-6 will present individual and aggregate costs and financing of projects during this three-year period and present them according to five categories of projects: Transportation and Circulation; Education; Town Building Improvements; Parks and Recreation; and Miscellaneous Improvements. Council review of the project priorities will determine which projects emerge from the 4-6 year period to create the new year 3 of the CIP.
 - C. Years 7-12 will present allocated costs and financing for each year by project categories rather than individual projects. The capital financing model will produce the funding amounts available each year and these amounts will be allocated by category of projects. Review and discussion of these projects shall identify those projects that will enter the 4-6 year period for more detailed planning and design.

General Obligation Debt Policies

1. Annual debt service as a percentage of General Fund expenditures shall not exceed 10%, and is targeted to be 8% or less.
2. Debt per capita should not exceed \$2,960 in FY 2020 (adjusted 3% annually for inflation) or 5% of per capita income.
3. Authorized but unissued debt will decrease below \$5,000,000 by fiscal year 2011 and remain below \$5,000,000 thereafter.
4. Principal retired within 10 years shall be 65% or higher and is preferred to be above 75%.
5. All projects with a useful life of 10 or more years will be bonded with 10-year maturities except major building renovations and additions, street reconstruction and roofing & masonry construction, which will be reviewed to determine the duration based on their useful life and bond financing regulations.
6. All projects with a useful life of less than 10 years or a cost of less than \$100,000 should not, whenever possible, be financed with long-term debt and in any case shall be financed for a period which does not exceed the useful life of the asset.
7. The Town may use short-term financing in the form of bond anticipation notes (BANS) to provide temporary financing for capital projects. BANS will be retired either through cash reserves or through the issuance of long-term bonds as soon as market conditions permit, or otherwise in accordance with sound financial planning.
8. The Town shall not fund current operations from the proceeds of general obligation funds. The use of Town or Board of Education employees for capital projects will be minimized and directly related to a capital project. The Town Manager will determine if it is more cost effective to use such employees for a particular project.
9. The Town will issue bonds in book entry form only; to avoid the expense of certificated issues.
10. The Town will follow a policy of full disclosure in every financial report and official financing statement.
11. The Town will comply with all federal regulations for tax-exempt status and will utilize permissible exclusions from federal regulations on the issuance of tax-exempt debt when advantageous to the Town.

Capital and Non-Recurring Expenditure (CNRE) Fund Policies

1. CNRE shall be used for two primary purposes:
 - A. For planning, construction, reconstruction or acquisition of any capital improvement project that is non-recurring, has a useful life of less than 10 years, or a cost of less than \$100,000.
 - B. For the acquisition of any specific item of equipment.
2. The Town shall not fund current operations from CNRE funds. The Town or Board of Education employees will not be used for CNRE funded capital projects unless the Town Manager determines that it is most cost effective to use such employees for a particular project.
3. Receipts into the CNRE Fund include, but are not limited to:
 - A. transfers of General Fund cash;
 - B. a transfer of surplus cash from any other reserve for capital expenditures;
 - C. any reimbursement of expense for any capital project that has been closed;
 - D. proceeds from the sale of Town property;
 - E. unexpended balances of completed projects in the Capital Projects Fund;
 - F. interest on investments; and,
 - G. a specific tax levy not to exceed four (4) mills.
4. CNRE funds shall be invested in accordance with the Connecticut General Statutes Section 7-362.

Budgeting and Accounting Guidelines

The following are a list of specific budgeting and accounting practices related to CIP, debt and CNRE Fund transactions:

1. On the first day of the fiscal year, the General Fund appropriation to the CNRE Fund will be transferred, if applicable.
2. On the first day of the fiscal year, the CNRE Fund transfer to the Capital Projects Fund will be executed.
3. All bond proceeds will be deposited directly into the Capital Projects Fund, with the exception of the bond proceeds relating to Blue Back Square which will be transferred to the Capital Projects Fund as expenditures are incurred.
4. Proceeds from the sale of Town property will be deposited directly into the CNRE Fund upon receipt.
5. Interest earned by the Capital Projects Fund for the entire fiscal year will be transferred to the CNRE Fund on the last day of the fiscal year, if applicable.
6. School construction grant reimbursements for projects approved by the General Assembly of the State of Connecticut before 7/1/96 will be deposited as revenue into the General Fund.
7. School construction progress payments for projects approved by the General Assembly of the State of Connecticut after 7/1/96 will be deposited into the Capital Projects Fund.
8. All debt service payments and debt issuance costs will be paid from the General Fund and/or Debt Service Fund, with the exception of the debt service payments and debt issuance costs relating to Blue Back Square, which will be paid via the Blue Back Square Fund.
9. All capital projects expenditures will be paid directly from the Capital Projects Fund.

STATEMENT OF DEBT LIMITATION

Legal Debt Margin – Section 7-374 of the Connecticut General Statutes provides for limitation of debt that can be issued by the Town. On June 30, 2018, the Town's debt base was \$253,914,890 and its limitation and margin, for which future bonded debt may be issued, is as follows:

Purpose	% of Base	Limitation (000's)	Margin (000's)
General Public Improvements	225%	\$571,309	\$472,102
Schools	450	1,142,617	1,095,339
Sewers	375	952,181	740,714
Urban Renewal	325	825,224	825,224
Pension Deficit	300	761,745	761,745

Summary of Long-Term Bonded Indebtedness – As of June 30, 2019

Purpose	Interest Rates	Amount (000's)
General Public Improvements	2.00 – 5.00%	\$99,207
Schools	2.00 – 5.00%	47,278
Sewers		<u>211,467</u>
Total Bond Indebtedness		\$357,952

FISCAL YEAR 2020-2021 and 2021-2022 CAPITAL BUDGETS

The following section of the budget represents the capital improvement needs of the Town for fiscal years 2021 and 2022. This section includes a description of each of the capital projects which constitute program years one and two of the Town's Program for Capital Improvement, 2021-2032. Of the \$45,626,000 in capital project funding for program years one and two, \$34,182,000 or 75% is to be funded via bonds. An additional \$3,847,000 or 8% is to be funded through the Capital and Non-Recurring Expenditure Fund, and \$7,597,000 or 17% is to be funded from grants/other.

As part of the review of the CIP the Town Council adopts the first two years of the CIP to improve the ability to plan and execute projects. Project funding will be released over the two-year period according to the capital financing policy.

The Capital Improvement Program for fiscal years 2021 and 2022 continues a long-term commitment to the maintenance of public schools, roads, storm sewers, parks and other public infrastructure. In addition, it addresses a few non-recurring projects such as replacement of the Fern Street Bridge (\$4,200,000), school security improvements (\$3,700,000) and the balance of a new financial management and time and attendance system (\$800,000).

The capital financing plan necessary to fund the projects included in the Capital Improvement Program meets the standards established by the Town Council for debt limits, repayment and debt servicing costs. The Town's capital program is a financially driven program that carefully considers the community's ability to pay along with the assessment of the Town's capital needs.

ANNUAL BUDGET 2020-2021

The tables below summarize the fiscal years 2021 and 2022 Capital Budgets by financing source and by planning category. Detailed project descriptions for 2021 and 2022 projects are also included in this section.

PROGRAM YEARS 1 – 2**FINANCING SUMMARY**

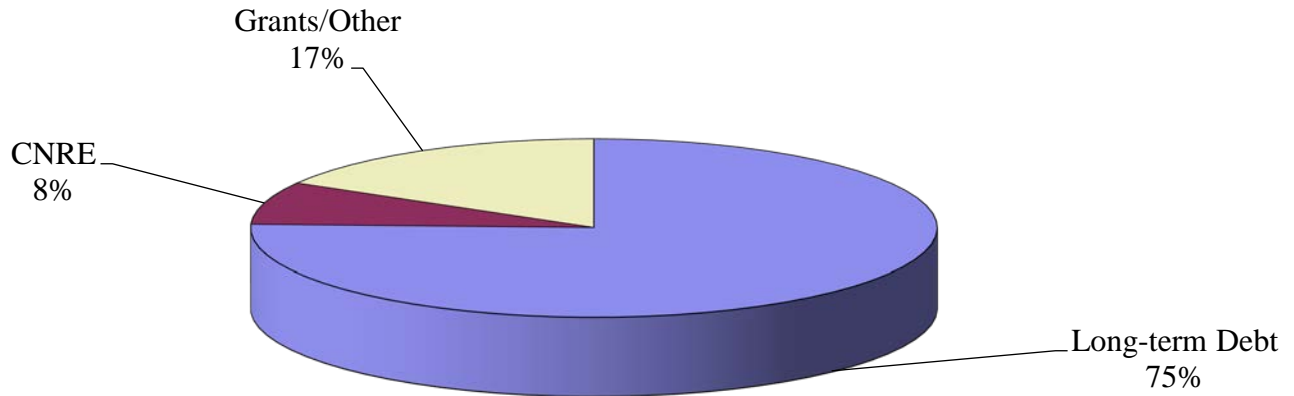
	<u>2021</u>	<u>2022</u>	<u>Total</u>
Long-Term Debt Funding	\$16,464,000	\$17,718,000	\$34,182,000
CNRE	2,073,000	1,774,000	3,847,000
Grants	1,891,000	4,726,000	6,617,000
Other	<u>490,000</u>	<u>490,000</u>	<u>980,000</u>
TOTAL	\$20,918,000	\$24,708,000	\$45,626,000

PROGRAM YEARS 1 – 2**PLANNING SUMMARY**

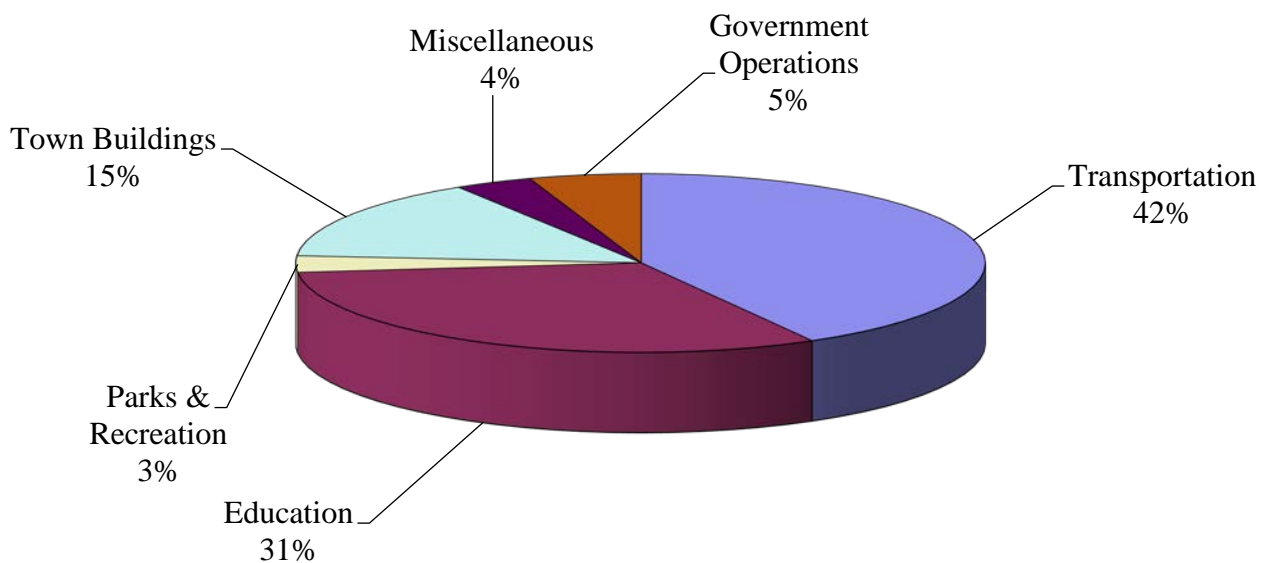
	<u>2021</u>	<u>2022</u>	<u>Total</u>
Transportation & Circulation	\$7,083,000	\$11,984,000	\$19,067,000
Education	7,640,000	6,734,000	14,374,000
Parks & Recreation	370,000	980,000	1,350,000
Town Building Improvements	3,424,000	3,354,000	6,778,000
Government Operations	1,487,000	906,000	2,393,000
Miscellaneous Improvements	<u>914,000</u>	<u>750,000</u>	<u>1,664,000</u>
TOTAL	\$20,918,000	\$24,708,000	\$45,626,000

Fiscal Years 2021 & 2022 Capital Budget Summary

By Financing Source



By Planning Category



**TOWN COUNCIL ADOPTED CIP BUDGET
CAPITAL IMPROVEMENTS BY PROJECTS AND FUNDING SOURCES
PROGRAM YEAR 1 - FISCAL YEAR 2020-2021
(\$ IN THOUSANDS)**

	<u>BONDS</u>	<u>CNRE</u>	<u>GRANTS</u>	<u>OTHER</u>	<u>TOTAL</u>
<u>TRANSPORTATION & CIRCULATION</u>					
Arterial Street Reconstruction	\$1,576	\$0	\$0	\$0	\$1,576
Neighborhood Street Reconstruction	1,724	0	0	0	1,724
North Main Street Road Diet Trial	190	0	0	0	190
Pedestrian & Bicycle Management	424	0	0	0	424
Storm Water Management	1,376	0	0	0	1,376
Street Resurfacing	1,071	0	431	0	1,502
Traffic System Management	<u>200</u>	<u>91</u>	<u>0</u>	<u>0</u>	<u>291</u>
Sub-Total	6,561	91	431	0	7,083
<u>EDUCATION</u>					
Asbestos Removal	170	0	80	0	250
Computer Infrastructure	0	350	0	0	350
Exterior School Building Improvements	945	0	630	0	1,575
Furniture & Equipment Replacement	0	175	0	0	175
Heating & Ventilation Systems	800	0	0	0	800
Interior School Building Improvements	1,160	0	280	0	1,440
School Security Improvements	1,880	0	470	0	2,350
Site and Athletic Field Improvements	450	0	0	0	450
Stage & Auditorium Renovations	200	0	0	0	200
Modular Classroom Removal	<u>0</u>	<u>50</u>	<u>0</u>	<u>0</u>	<u>50</u>
Sub-Total	5,605	575	1,460	0	7,640
<u>PARKS & RECREATION</u>					
Outdoor Pool Improvements	0	60	0	0	60
Park & Playfield Improvements	150	0	0	0	150
Park & Playscape Management	0	60	0	0	60
Westmoor Park Improvements	<u>0</u>	<u>0</u>	<u>0</u>	<u>100</u>	<u>100</u>
Sub-Total	150	120	0	100	370
<u>TOWN BUILDING IMPROVEMENTS</u>					
Animal Shelter	50	0	0	0	50
Police Shooting Range	50	0	0	0	50
Recycling Center Modernization	1,370	0	0	0	1,370
Town Building Improvements	1,454	200	0	0	1,654
Energy Conservation	0	100	0	0	100
Town Facilities Paving	<u>0</u>	<u>0</u>	<u>0</u>	<u>200</u>	<u>200</u>
Sub-Total	2,924	300	0	200	3,424
<u>GOVERNMENTAL OPERATIONS</u>					
Communications Infrastructure	300	337	0	0	637
Revaluation	0	300	0	0	300
Financial Management System	<u>550</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>550</u>
Sub-Total	850	637	0	0	1,487
<u>ROLLING STOCK/MISCELLANEOUS EQUIPMENT</u>					
Public Works Rolling Stock	374	0	0	0	374
Town Vehicles	0	250	0	190	440
Miscellaneous Equipment	<u>0</u>	<u>100</u>	<u>0</u>	<u>0</u>	<u>100</u>
Sub-Total	374	350	0	190	914
Program Year 1 - Grand Total	<u>\$16,464</u>	<u>\$2,073</u>	<u>\$1,891</u>	<u>\$490</u>	<u>\$20,918</u>

Town of West Hartford Capital Improvement Program

Project Title Arterial Street Reconstruction			
Department Community Development		Expected Life 30 Years	
Category Transportation & Circulation		Funding Schedule Program Year 1: \$1,576,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,576,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,576,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of arterial/collector roadways in order to keep them sufficiently operational for the public. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways (neighborhood streets). Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes, on-street parking, on-street bicycling, and transit use. Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc.

On an annual basis, the Engineering Division performs a pavement condition evaluation, which rates all of the Town's roadway as: excellent, good, fair, poor, or extremely poor. Based on last year's evaluation, 28 percent or 17 miles of major roadways are rated poor or extremely poor. Arterial Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components and reference to the Town's Complete Street Policy, especially the Bicycle Facility Plan; replacement of curb; replacement of failing concrete or paver sidewalk; replacement of concrete or paver driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; roadway repaving; pavement markings; and police for traffic control. In order to sustain the Town's major roadway network, a suitable goal is to annually reconstruct 1 mile of the Town's major roadways. Some of the remaining roadways in poor condition will be repaved under the Street Resurfacing Capital Improvement Program.

Town of West Hartford Capital Improvement Program			
Project Title		Neighborhood Street Reconstruction	
Department		Expected Life	
Community Development		30 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year 1: \$1,724,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Recurring		\$1,724,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,724,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets (local roadways) in the Town's 217 mile roadway network in order to keep them sufficiently operational for the public. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 29 percent or 46 miles of local roadways are rated poor or extremely poor.</p> <p>These neighborhood streets provide access to thousands of residential properties and in addition to their function, they enhance the overall neighborhood appeal and value. Neighborhood Street Reconstruction may include the replacement of existing curb with granite curb; the replacement of existing driveway aprons with concrete aprons; sidewalk and drainage structure replacement; re-establishment of the roadway base material; repaving; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance and can increase property values. This program also evaluates each roadway for complete streets components and reference to the Town's Complete Streets Policy, especially the Bicycle Facility Plan.</p> <p>The Neighborhood Street Reconstruction program started in the 1988 and is projected to be complete in 2023. The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.</p> <p>Once complete the Neighborhood and Arterial Street Reconstruction Capital Improvement Programs (CIP) will merge into the Street Reconstruction CIP.</p>			

Town of West Hartford Capital Improvement Program

Project Title				North Main Street Road Diet Trial			
Department		Community Development		Expected Life			
Category		Transportation & Circulation		Funding Schedule			
				Program Year 1:		\$190,000	
Fiscal Year		2020-2021		Prior Year(s):		\$125,000	
Project Duration		Year 2 of 2		Total Cost:		\$315,000	
Ongoing Operational Costs				Funding Source(s)			
Personnel Services		\$		Bonds		\$190,000	
Contractual Services		\$		Grants		\$	
Non-personnel Services		\$		CNRE Fund		\$	
Other		\$		Special Revenue Fund		\$	

Description & Justification

This Capital Improvement Program provides the funding necessary to evaluate a road diet trial on North Main Street south of Haynes Road and north of Brace Road. The road diet trial contains traffic counts, traffic analyses, safety evaluations, public outreach, public meetings, staff and Town Council meetings, road diet concept plan, observations, and a final report with recommendations. The road diet implementation would include the modification of North Main Street from four travel lanes (two lanes in each direction) to one travel lane in each direction, a two-way center left turn lane/exclusive left turn lane at key intersections/driveways, and shoulders on both sides of the roadway possibly for bicycle usage.

Town of West Hartford Capital Improvement Program			
Project Title		Pedestrian and Bicycle Management	
Department		Expected Life	
Community Development		25 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year 1: \$424,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Recurring		\$424,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$424,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The Town currently has over 2,000 resident sidewalk work order requests. The sidewalk system also provides a neighborhood enhancement and benefits school children, business patrons throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.</p> <p>In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.</p>			

Town of West Hartford Capital Improvement Program

Project Title Storm Water Management			
Department Community Development		Expected Life 50 Years	
Category Transportation & Circulation		Funding Schedule Program Year 1: \$1,376,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,376,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,376,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This capital program maintains the complex, Town-wide drainage system, which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe. Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State of Connecticut Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts. All Town bridges and culverts are in safe, working order. Some inspections of the Town's storm pipes occur annually on an as needed basis to investigate flooding or pavement failures or in advance of a road repaving project. These annual video assessments cost approximately \$30,000. Inevitably, the pipe investigations lead to necessary pipe replacements, which average \$210,000 per year. The Public Works Department replaces catch basins in conjunction with street resurfacing program. On average, 180 catch basins are replaced every year at a cost of approximately \$100,000. This program funds the catch basin material costs.

The following projects were completed in fiscal year 2020 using fiscal year 2021 Storm water Management CIP funding since fiscal year 2020 funding of \$608,000 was already depleted.

- Braeburn Road Culvert Rehabilitation Construction - \$170,000
- Braeburn Road Culvert Rehabilitation Construction Inspection Services - \$30,000
- Fern Street Bridge Replacement Additional Design Work - \$41,000
- New Park Avenue Levee Inspection - \$15,000
- Four Mile Road Drainage Improvement - \$50,000

This program includes the additional \$306,000 for these projects so as not to impact the ability to complete other drainage construction in fiscal year 2021.

In addition, \$200,000 was already programmed for the lining of storm pipes on Farmington Avenue and LaSalle Road to renew their service life. This is a multi-year project with \$200,000 in fiscal years 2022 and 2023.

Town of West Hartford Capital Improvement Program

Project Title			
Street Resurfacing			
Department		Expected Life	
Community Development		20 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year 1: \$1,502,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Recurring		\$1,502,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,071,000
Contractual Services	\$	Grants	\$431,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The Town strives to repave 10 or more miles of roadway each year, via this program. Due to the escalating cost of asphalt over the past five years and current staffing levels, the Town has only been able to resurface an average of 8.8 miles during this period of time.</p> <p>The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 29 percent or 63 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; paving the roadway; and police for traffic control. In most cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.</p> <p>This includes a request of an additional \$300,000 to repave approximately one additional mile of roadway and \$200,000 to cover the costs of contractor's installing catch basin drains.</p>			

Town of West Hartford Capital Improvement Program

Project Title Traffic System Management			
Department Community Development		Expected Life 30 Years Infrastructure 5 Years Pavement Markings	
Category Transportation & Circulation		Funding Schedule Program Year 1: \$291,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$291,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$91,000
Other	\$	Special Revenue Fund	\$

Description & Justification

This Capital Improvement Program addresses the improvement or replacement of the Town's 62 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public. This Program provides funding to install traffic calming measures and intersection traffic safety improvements.

Of the Town's 62 traffic signals, 10 remain that are approaching the end of their useful life at 20 years or older. The goal of this program is to replace 1 traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades to add exclusive pedestrian signal phases and/or accessible pedestrian signal equipment, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail, signage, and street lighting are replaced as necessary.

This program includes an increase of \$200,000 to complete the following intersection safety, traffic signal, and street lighting projects:

- Boulevard at Four Mile Road Intersection Safety Improvements
- Prospect Avenue at Kane Street Traffic Signal Improvements
- Mountain Road at Fern Street Traffic Signal Improvements
- Street Light Assembly Replacement (Chestnut Hill Road, West Hill Drive, and Fox Chase Lane)

Town of West Hartford Capital Improvement Program

Project Title Asbestos Removal			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$250,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$250,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$170,000
Contractual Services	\$	Grants	\$80,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results and final reports.

Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.

Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.

Town of West Hartford Capital Improvement Program

Project Title Computer Infrastructure			
Department Public Schools		Expected Life 3-5 Years	
Category Education		Funding Schedule Program Year 1: \$350,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$350,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$350,000
Other	\$	Special Revenue Fund	\$

Description & Justification

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

This program supports the computer fleet at all 16 public schools and administrative offices. In order to stay current with software requirements and phase out the oldest hardware that is past its usable life and out of warranty coverage, maintenance of an annual technology refresh schedule of 1,500 devices on average is required. This program ensures a reliable device fleet that is able to support computer based testing mandates.

Town of West Hartford Capital Improvement Program

Project Title Exterior School Building Improvements			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$1,575,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,575,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$945,000
Contractual Services	\$	Grants	\$630,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

With 16 buildings of varying age exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.

The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.

This year's appropriation will be dedicated to the partial roof replacements at Hall and Sedgwick and masonry repairs at Sedgwick and Hall.

Town of West Hartford Capital Improvement Program

Project Title			
Furniture and Equipment Replacement			
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1:	\$175,000
Fiscal Year			
2020-2021		Prior Year(s):	-
Project Duration			
Recurring		Total Cost:	\$175,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$175,000
Other	\$	Special Revenue Fund	\$

Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are five categories of items included in this replacement program.

Classrooms and Laboratories– There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

Administrative – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

Cafeteria – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

Equipment – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

Lockers – Element of the school building design which is subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. Because certain lockers cannot be repaired further, there is a need for lockers district-wide for the next several years. New lockers are specified to be wider and deeper than existing ones and they are usually specified to have a more limited number of moving components, thereby limiting our future repairs and maintenance.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

Town of West Hartford Capital Improvement Program			
Project Title		Heating and Ventilation Systems	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1: \$800,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Recurring		\$800,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$800,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This program provides for the replacement of existing boilers and upgrades to existing HVAC systems some of which have performed well beyond their useful life. Replacement boilers are typically more energy efficient and include a greater amount of programmable auxiliary controls. Reconfigured piping is often necessary. New temperature controlled gas burners are included, as are requisite improvements to the gas piping. Associated breeching, dampers and needed chimney repairs are included.</p> <p>Good preventive maintenance practice dictates that major building components be repaired or replaced, if necessary, before problems arise. Few components of a building are as essential as a dependable boiler. Boiler failures can cause major problems to the educational process as well as unanticipated major expense during the middle of a fiscal year.</p> <p>This funding, as well as the funding from previous fiscal years, will go toward the replacement of the boiler at King Philip in the summers of 2020 and 2021 (\$1,900,000).</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Interior School Building Improvements	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1: \$1,440,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Recurring		\$1,440,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,160,000
Contractual Services	\$	Grants	\$280,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.</p> <p>The school system has 11 elementary schools, 3 middle schools, and 2 high schools that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.</p> <p>Improvements this year will include flooring replacement and painting at Smith and Norfeldt, and renovation of the culinary arts kitchen at Hall.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		School Security Improvements	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1: \$2,350,000	
Fiscal Year		Prior Year(s):	
2020-2021		\$1,000,000	
Project Duration		Total Cost:	
Program Enhancement – Year 2 of 3		\$3,350,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,880,000
Contractual Services	\$	Grants	\$470,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This project will address security improvements in school facilities. Past projects in this category have included card access entry systems, exterior lock changes, installation of a “panic button” and automatic building wide notification systems, interior and exterior camera surveillance systems and interior lock changes. The primary projects to be addressed in the next few years are to enhance the security features of several school main offices by creating a controlled entrance for visitors that will serve as the primary control point between the main entrance and all other areas of the school. These controlled entrances feature a security vestibule which allows school office personnel to electronically monitor and permit access to the building for visitors during the school day. Funding will also be used to replace select exterior doors at schools. In addition, there is also a new mandate that visual emergency notification systems be located in areas with high levels of noise such as cafeterias, auditoriums, gymnasiums, etc., and to include such notification systems in hallways and restrooms for the hearing impaired.</p> <p>This year’s allocation will go toward enhanced security entrances at Braeburn, Smith, Whiting Lane and Wolcott. Funding will also be utilized to replace exterior doors at Conard, Sedgwick and Webster Hill Schools.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1: \$450,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Recurring		\$450,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$450,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford's athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>The funding will go toward replacement of the visitor bleachers at Conard for ADA compliance, paving at Norfeldt and replacement of playground equipment at Wolcott.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$200,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.</p> <p>The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.</p> <p>Funding will be allocated this year for an upgrade of seating at Hall.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Modular Classroom Removal			
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1: \$50,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Program Enhancement – Year 2 of 2		\$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$50,000
Other	\$	Special Revenue Fund	\$

Description & Justification

This project will address the removal of modular classrooms that are no longer needed and are at the end of their useful life. In 1987, the district began to add modular classrooms to many of its school buildings as an economical and temporary solution to address space needs. The last modular classroom project added 2 classrooms to Bugbee in 2009 which brought the district total to 36. In 2016, 2 modular classrooms were removed from service at Charter Oak International Academy as part of the new school and in 2019 4 modular classrooms were removed from Wolcott and 2 modular classrooms were removed from Norfeldt. The district currently has 28 modular classrooms.

The expected life span of a modular classroom is approximately 15-20 years. Most of our modular classrooms are beyond that age and have undergone major renovations or will need to do so in the near future. Maintenance and operation expenses associated with modular classrooms are high since they are constructed from wood and typically contain all-electric heat and air conditioning systems. Where feasible due to some reduced enrollment and needed repairs, modular classrooms will be permanently removed.

This year's allocation will go toward the removal of the 2 modular classrooms at Whiting Lane.

Town of West Hartford Capital Improvement Program

Project Title Outdoor Pool Improvements			
Department Leisure Services & Social Services		Expected Life 10 Years	
Category Parks & Recreation		Funding Schedule Program Year 1: \$60,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$60,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$60,000
Other	\$	Special Revenue Fund	\$

Description & Justification

The money for this project will be used to repair filtration systems, underground pipes and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.

This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.

The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize down-time at the outdoor pools, thus assuring the community has use of their pools during the summer months. Specific projects include an assessment and specifications for a renovation of the Kennedy Park pool house; building improvements to the Eisenhower Park pool house, and other larger, annual maintenance projects.

Town of West Hartford Capital Improvement Program			
Project Title		Park & Playfield Improvements	
Department		Expected Life	
Leisure Services & Social Services		20 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year 1: \$150,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Recurring		\$150,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$150,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>West Hartford's parks and athletic fields are intensively used by youth leagues, some to a point where facilities have become inadequate or are beginning to show signs of deterioration. The purpose of park and playfield improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. A long-term athletic field improvements program, developed in conjunction with the Department of Public Works, prioritizes field maintenance to prevent further deterioration and to preserve these community resources within Town parks. Recently the Town has worked to irrigate playfields to help save on maintenance costs and eliminate use of synthetic pesticides. Irrigation allows for conventional and/or organic slow-release fertilizers to be successful.</p> <p>This program year will fund renovation of the King Philip baseball field. The field will be stripped and laser graded. In addition, irrigation will be installed, and soil amendments and fencing will be addressed. Remaining funds will cover ongoing field and irrigation repairs at various park playfields.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Park & Playscape Management	
Department		Expected Life	
Leisure Services & Social Services		10-15 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year 1: \$60,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Recurring		\$60,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$60,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is an ongoing program to address facility improvements. The ongoing maintenance of existing equipment will provide for accessible playgrounds, improve safety, and better serve the needs of neighborhoods.</p> <p>This year's appropriation will be used to begin planning for a Kennedy Park renovation. The 5-step process includes 1) assessment of existing amenities; 2) community outreach; 3) prioritization of needs; 4) allocation of funding and 5) implementation. In the current program year, the Town will begin assessment, community outreach and collaboration with UConn Department of Landscape Architecture to develop the plan.</p> <p>A needs assessment on the historic Beachland House would determine future restoration costs of this unique landmark building.</p> <p>Remaining funding will go towards playground equipment maintenance and hard surface crack sealing as needed.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Westmoor Park Improvements	
Department Leisure Services & Social Services		Expected Life	
Category Parks & Recreation		Funding Schedule Program Year 1: \$100,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Non-Recurring		Total Cost: \$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$100,000
<p>Description & Justification</p> <p>This project will fund repair of The Hunter House front entrance. This project will include repair of both the stairs and the ramp, which will improve ADA accessibility. Possible that \$50,000 would come from Westmoor Park Fund and \$50,000 may come from CDBG for ADA improvements.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Animal Shelter			
Department Police		Expected Life 25 years	
Category Building Improvements		Funding Schedule Program Year 1: \$50,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration - Phase I 3 years		Total Cost: \$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$50,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification <p>The condition of the existing animal shelter, built approximately 45 years ago, has significantly deteriorated. There are issues regarding fencing, kennel design, drainage, hot water, crumbling concrete supports and poor ventilation. In addition, the building does not meet many of the basic mandatory state standards for municipal animal shelters. As part of the fiscal year 2017 facility study being conducted to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site, the suitability of rehabilitating the existing facility or designing a new animal shelter will be determined. These funds will be used to implement that plan.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Police Shooting Range	
Department	Police	Expected Life	25 years
Category	Building Improvements	Funding Schedule	
		Program Year 1:	\$50,000
Fiscal Year	2020-2021	Prior Year(s):	-
Project Duration - Phase I	3 years	Total Cost:	\$50,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$50,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The Town is in the process of conducting a facility study to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site and determine the suitability of rehabilitating the existing facilities or designing new facilities. Included in this study is the indoor shooting range used by the Police Department. There are numerous facility deficiencies for the police department including a small shooting range located in the basement of the building with poor air circulation, no classroom space for instruction related to the shooting range, limited restroom access, and ADA accessibility issues.</p> <p>The recommendations from the facility study will drive the process for improving the shooting range. This appropriation will fund construction costs.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Recycling Center Modernization	
Department	Public Works	Expected Life	25 years
Category	Building Improvements	Funding Schedule	
		Program Year 1:	\$1,370,000
Fiscal Year	2020-2021	Prior Year(s):	\$1,450,000
Project Duration	3 of 3 years	Total Cost:	\$2,820,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,370,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification			
<p>The property at 25 Brixton Street is owned by the Town and serves as the Town's Yard Waste and Recycling Center. Phase one of this project was recently completed with the demolition of the incineration building to support a more efficient use of the property and for a redesign of the Yard Waste and Recycling Center to better serve the public and improve Public Works operational efficiency. The lot is 15.78 acres, 8.61 of which is utilized for a transfer station, and volume reduction facility.</p>			
<p>The compactor and transfer station operation have not been operational since 1990. The scale house and ash landfill have been used as a quasi-public organic volume reduction and composting operation since 1990. The organic management operation receives both commercial and municipal generated green waste such as woody vegetation, leaves, and other organic landscaping waste. The incinerator building was demolished in June 2019 and now offers opportunity for re-use.</p>			
<p>The redevelopment and modernization of this site supports the State of Connecticut Department of Energy and Environmental Protection's (DEEP) Comprehensive Materials Management Strategy and their 60% waste diversion goals by 2024. Using grant and CIP funding, the Town completed the Environment Assessment and Remedial Action Plan in 2018. This led to the demolition of the Incinerator Building in 2019. In fiscal year 2021 funds were allocated for redesign and construction of a modern recycling and waste diversion facility</p>			

Town of West Hartford Capital Improvement Program

Project Title				Town Building Improvements			
Department		Facilities Services		Expected Life			
Category		Building Improvements		Funding Schedule		Program Year 1: \$1,654,000	
Fiscal Year		2020-2021		Prior Year(s):		-	
Project Duration		Recurring		Total Cost:		\$1,654,000	
Ongoing Operational Costs				Funding Source(s)			
Personnel Services	\$			Bonds		\$1,454,000	
Contractual Services	\$			Grants		\$	
Non-personnel Services	\$			CNRE Fund		\$200,000	
Other	\$			Special Revenue Fund		\$	

Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, to maintain and upgrade the systems and appearance of the buildings.

Heating, Ventilation and Cooling (HVAC) Systems - HVAC systems provide heating, cooling and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls which provide greater control and will lower operating costs.

Roofing and Masonry - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

Interior Finishes, Fixtures and Furnishings - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; and furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

Code Compliance - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change or it is discovered that we are not in compliance with the code and we must make repairs, enhance systems or modify buildings to meet the requirements of the code.

Town of West Hartford Capital Improvement Program			
Project Title Energy Conservation			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year 1: \$100,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$100,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements may include more efficient equipment, energy management control systems, financial incentive programs for improvements from the utility companies, implementing separate heating and cooling systems within buildings and taking advantage of new technologies.</p> <p>Natural gas, electricity, and water costs are projected to increase for the foreseeable future. Investments need to be made that reduce the consumption of energy and water to manage energy costs. This dedicated project for energy conservation improvements establishes these investments as a priority rather than competing with other building improvement projects and priorities.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Town Facilities Paving			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year 1: \$200,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$200,000
Description & Justification This project will repair and repave parking lots at Town facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility for Town residents. In fiscal year 2021, the interior parking lot at Beachland Park is planned using Community Development Block Grant funds.			

Town of West Hartford Capital Improvement Program

Project Title Communications Infrastructure			
Department Information Technology Services		Expected Life	
Category Governmental Operations		Funding Schedule Program Year 1: \$637,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$637,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$300,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$337,000
Other	\$	Special Revenue Fund	\$

Description & Justification

This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for Town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.

The communications infrastructure supports applications that utilize voice and data communication to improve organizational performance. Improved performance is the result of extending access to information throughout the organization making employees information independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization while maintaining the security integrity of the infrastructure.

Town of West Hartford Capital Improvement Program

Project Title			
2021 Town of West Hartford Revaluation			
Department		Expected Life	
Assessor's Office			
Category		Funding Schedule	
Governmental Operations		Program Year 1: \$300,000	
Fiscal Year			
2020-2021		Prior Year(s): \$300,000	
Project Duration			
Year 2 of 2		Total Cost: \$600,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$ 300,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This Capital Improvement Program provides the funding necessary to conduct the 2021 Town of West Hartford Revaluation. Connecticut General Statute §12-62 requires municipalities to conduct a town-wide revaluation of all real property every five years. West Hartford has 22,447 parcels to reappraise for this project; 21,246 are residential, 839 are commercial and 362 are tax exempt. The project requires analysis of town land values, land influence factors and developing land values for every parcel, reviewing neighborhood delineations, updating building cost tables, depreciation schedules and analyzing three years of real property sales activity through October of 2021. The project will also include analysis of three years of income and expense data reported by the commercial property owners through June of 2021, updating per square foot rental rate tables for all office, retail and industrial properties and updating all income capitalization rates including expense ratio tables.</p> <p>Since the last revaluation in 2016, property values have changed due to economic forces and the desires of buyers and sellers. The purpose of revaluation is to equalize the tax base to insure that the property tax is distributed equally based upon the fair market values of each individual parcel.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Financial Management System			
Department		Expected Life	
Financial Services			
Category		Funding Schedule	
Governmental Operations		Program Year 1:	\$550,000
Fiscal Year			
2020-2021		Prior Year(s):	\$1,850,000
Project Duration			
Year 4 of 5		Total Cost:	\$2,400,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$550,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The Town selected Dynamics AX in 2014 as its preferred Enterprise Resource Planning (ERP) system. In October 2016, the implementation of the Dynamics AX ERP core financial modules was completed and the system has been supporting Accounting, Finance, Purchasing, Budgeting, Accounts Receivable, Fixed Assets, and Cash & Bank Management. As a result of the release of a new ERP product (Microsoft Dynamics 365), Microsoft has announced the end of mainstream support for Dynamics AX as of October 2021 with extended support being offered through January 2023. The impact of this new release is the Town will be forced to purchase this new product or seek an alternate ERP system. With end of support on the horizon for Dynamics AX, the Town has the opportunity to migrate to the Munis ERP system at a reduced cost. Both business and technology needs have changed dramatically since the current ERP solution was selected and implemented. Therefore, the Town recently conducted a comprehensive evaluation to help determine a refreshed vision, with the goals of reducing IT application and infrastructure support costs, improving flexibility, increasing ease of use, facilitating further automation of business processes, and improving the quality and reliability of information for decision making. The cost of the migration to Munis rather than Microsoft Dynamics 365 will result in a cost avoidance of approximately \$1 million over the next four years.

The accounting and payroll system are used by both the Town and Board of Education and financial operations are highly dependent upon these systems for day to day operations. This allocation will be used for migration to the Munis ERP system, which will allow for an integrated financial system that meets the Town and School's fund accounting and business operating needs.

Town of West Hartford Capital Improvement Program			
Project Title Public Works Rolling Stock			
Department Public Works		Expected Life 15- 20 years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$374,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$374,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$374,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification <p>The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the Department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works.</p> <p>Updating the Town's fleet relieves regulatory pressure to meet pollution and fuel economy standards. Replacing needed equipment enhances the public image when vehicles and equipment are in good repair. Safe, reliable equipment which provides necessary functionality also improves relations with employees. Improved engineering and technological advances in updated equipment provides better management of resources. Onboard electronics systems and telematics enable better monitoring of daily operations and performance and provides the ability to manage application rates such as salt application rates. It also improves the ability to monitor and schedule preventative maintenance activities, and helps with workforce productivity.</p> <p>Using a Diesel Emissions Reduction Act grant and CIP funding. This year's funding will replace a plow truck, utility truck, Combination backhoe, utility loader, and low bed heavy haul trailer.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Town Vehicles			
Department Public Works		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$440,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$440,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$250,000
Other	\$	Special Revenue Fund	\$190,000
<p>Description & Justification</p> <p>Rolling Stock and Miscellaneous Equipment in good condition is critical to the safety and productivity of Town Departments. The Town has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Rolling Stock/Miscellaneous Equipment contributes to the efficiency and effectiveness of a Town Department.</p> <p>The Department of Public Works maintains 226 vehicles for the Town. This project funds the planned replacement of vehicles based on vehicle condition and the operational needs of the Town. Funding for replacement vehicles totaling \$250,000 for various Town departments will come from the CNRE Fund.</p> <p>Within the Rolling Stock/Miscellaneous Equipment category Police vehicles are also funded by the Police Private Duty (PPD) Fund. \$150,000 from the PPD Fund highlighted in the “Other” funding source is set aside for Police Department vehicle replacements.</p> <p>The Westmoor Park’s van was purchased in 1999. It suffers from rot and rust, and needs to be replaced. An extended cab pick-up would be the best vehicle for the farm. Estimated cost of \$40,000 which will be covered by the Westmoor Park Fund highlighted in the “Other” funding source.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Miscellaneous Equipment			
Department Fire Department		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$100,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$100,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Rolling Stock and Miscellaneous Equipment in good condition is critical to the safety and productivity of Town Departments. The Town has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Rolling Stock/Miscellaneous Equipment contributes to the efficiency and effectiveness of a Town Department.</p> <p>The Fire Department is requesting to purchase a gear washer and dryer, an electrocardiogram machine (ECG), and a Rescue Tool.</p> <p>There is an immediate need for a gear washer and dryer. The current washer is not designed for fire gear and is just a commercial grade washer. Cancer rates are increasing in this profession and the Fire Union has indicated the urgent need for the department to provide a safer and more efficient way of cleaning gear. The Fire Department will be submitting for additional gear washers and dryers on an annual basis, likely in perpetuity, until all stations are outfitted and so that there is a replacement plan to ensure the equipment does not become outdated.</p> <p>Currently there are seven sets of ALS gear. One of the sets is using an older electrocardiogram (ECG) model (Lifepak 12), considered to be outdated and no longer being “covered” under the vendor’s service contract. They are in need of an 8th set of gear. Please note, the Fire Department will be submitting for an additional electrocardiogram on an annual basis, in perpetuity, so that no ECG goes beyond 7-8 years old, in essence creating a replacement plan to ensure the current equipment does not become obsolete.</p> <p>This project also funds the replacement of a thirteen year old rescue equipment on a primary rescue fire vehicle.</p>			

TOWN COUNCIL ADOPTED CIP BUDGET
CAPITAL IMPROVEMENTS BY PROJECTS AND FUNDING SOURCES
PROGRAM YEAR 2 - FISCAL YEAR 2021-2022
(\$ IN THOUSANDS)

	<u>BONDS</u>	<u>CNRE</u>	<u>GRANTS</u>	<u>OTHER</u>	<u>TOTAL</u>
<u>TRANSPORTATION & CIRCULATION</u>					
Arterial Street Reconstruction	\$1,623	\$0	\$0	\$0	\$1,623
Fern Street Bridge Replacement	1,200	0	3,000	0	4,200
Neighborhood Street Reconstruction	1,776	0	0	0	1,776
Pedestrian & Bicycle Management	437	0	0	0	437
Storm Water Management	2,132	0	0	0	2,132
Street Resurfacing	1,092	0	431	0	1,523
Traffic System Management	<u>200</u>	<u>93</u>	<u>0</u>	<u>0</u>	<u>293</u>
<u>Sub-Total</u>	8,460	93	3,431	0	11,984
<u>EDUCATION</u>					
Asbestos Removal	170	0	80	0	250
Computer Infrastructure	0	350	0	0	350
Exterior School Building Improvements	945	0	630	0	1,575
Furniture & Equipment Replacement	0	175	0	0	175
Heating & Ventilation Systems	800	0	0	0	800
Interior School Building Improvements	1,269	0	315	0	1,584
School Security Improvements	1,080	0	270	0	1,350
Site and Athletic Field Improvements	450	0	0	0	450
Stage & Auditorium Renovations	<u>200</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>200</u>
<u>Sub-Total</u>	4,914	525	1,295	0	6,734
<u>PARKS & RECREATION</u>					
Outdoor Pool Improvements	0	50	0	0	50
Park & Playfield Improvements	440	0	0	0	440
Park & Playscape Management	0	150	0	0	150
Kennedy Park Bath House	0	0	0	290	290
Rockledge Improvements	<u>0</u>	<u>0</u>	<u>0</u>	<u>50</u>	<u>50</u>
<u>Sub-Total</u>	440	200	0	340	980
<u>TOWN BUILDING IMPROVEMENTS</u>					
Animal Shelter	700	0	0	0	700
Police Shooting Range	700	0	0	0	700
Town Building Improvements	1,454	250	0	0	1,704
Energy Conservation	0	100	0	0	100
Town Facilities Paving	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>
<u>Sub-Total</u>	3,004	350	0	0	3,354
<u>GOVERNMENTAL OPERATIONS</u>					
Communications Infrastructure	300	356	0	0	656
Financial Management System	<u>250</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>250</u>
<u>Sub-Total</u>	550	356	0	0	906
<u>ROLLING STOCK/MISCELLANEOUS EQUIPMENT</u>					
Public Works Rolling Stock	350	0	0	0	350
Town Vehicles	0	150	0	150	300
Miscellaneous Equipment	<u>0</u>	<u>100</u>	<u>0</u>	<u>0</u>	<u>100</u>
<u>Sub-Total</u>	350	250	0	150	750
Program Year 2 - Grand Total	<u>\$17,718</u>	<u>\$1,774</u>	<u>\$4,726</u>	<u>\$490</u>	<u>\$24,708</u>

Town of West Hartford Capital Improvement Program

Project Title			
Arterial Street Reconstruction			
Department		Expected Life	
Community Development		30 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year 2: \$1,623,000	
Fiscal Year		Prior Year(s):	
2021-2022		-	
Project Duration		Total Cost:	
Recurring		\$1,623,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,623,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of arterial/collector roadways in order to keep them sufficiently operational for the public. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways (neighborhood streets). Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes, on-street parking, on-street bicycling, and transit use. Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc.

On an annual basis, the Engineering Division performs a pavement condition evaluation, which rates all of the Town's roadway as: excellent, good, fair, poor, or extremely poor. Based on this year's evaluation, 28 percent or 17 miles of major roadways are rated poor or extremely poor. Arterial Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components and reference to the Town's Complete Street Policy, especially the Bicycle Facility Plan; replacement of curb; replacement of failing concrete or paver sidewalk; replacement of concrete or paver driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; roadway repaving; pavement markings; signage; and police for traffic control. In order to sustain the Town's major roadway network, a suitable goal is to annually reconstruct 1 mile of the Town's major roadways. Some of the remaining roadways in poor condition will be repaved under the Street Resurfacing Capital Improvement Program.

Town of West Hartford Capital Improvement Program

Project Title Fern Street Bridge Replacement			
Department Community Development		Expected Life 50 Years	
Category Transportation & Circulation		Funding Schedule Program Year 2: \$4,200,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Non-Recurring		Total Cost: \$4,200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,200,000
Contractual Services	\$	Grants	\$3,000,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This project replaces the Fern Street Bridge over Trout Brook, near Fernridge Park. This bridge was originally constructed in 1939, was rehabilitated in 2000, and currently has a weight restriction. Based upon a recent inspection, this bridge is recommended for replacement. The existing bridge is still safe and should remain open, but is not worth rehabilitating.

The \$3,00,000 grant was obtained by the Engineering Division through the Capital Region Council of Governments through a competitive Local Transportation Capital Improvement Program grant.

Town of West Hartford Capital Improvement Program

Project Title Neighborhood Street Reconstruction			
Department Community Development		Expected Life 30 Years	
Category Transportation & Circulation		Funding Schedule Program Year 2: \$1,776,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,776,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,776,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets (local roadways) in the Town's 217 mile roadway network in order to keep them sufficiently operational for the public. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 29 percent or 46 miles of local roadways are rated poor or extremely poor.

These neighborhood streets provide access to thousands of residential properties and in addition to their function, they enhance the overall neighborhood appeal and value. Neighborhood Street Reconstruction may include the replacement of existing curb with granite curb; the replacement of existing driveway aprons with concrete aprons; sidewalk and drainage structure replacement; re-establishment of the roadway base material; repaving; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance and can increase property values. This program also evaluates each roadway for complete streets components and reference to the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

The Neighborhood Street Reconstruction program started in the 1988 and is projected to be complete in 2023. The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.

Once complete the Neighborhood and Arterial Street Reconstruction Capital Improvement Programs (CIP) will merge into the Street Reconstruction CIP.

Town of West Hartford Capital Improvement Program

Project Title Pedestrian and Bicycle Management			
Department Community Development		Expected Life 25 Years	
Category Transportation & Circulation		Funding Schedule Program Year 2: \$437,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$437,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$437,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The Town currently has over 2,000 resident sidewalk work order requests. The sidewalk system also provides a neighborhood enhancement and benefits school children, business patrons throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.

In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

Town of West Hartford Capital Improvement Program			
Project Title		Storm Water Management	
Department	Community Development	Expected Life	50 Years
Category	Transportation & Circulation	Funding Schedule	Program Year 2: \$2,132,000
Fiscal Year	2021-2022	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$2,132,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$2,132,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This capital program maintains the complex, Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe.</p> <p>Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State of Connecticut, Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts. All Town bridges and culverts are in safe, working order.</p> <p>Some inspections of the Town's storm pipes occur annually on an as needed basis to investigate flooding or pavement failures or in advance of a road repaving project. These annual video assessments cost approximately \$30,000. Inevitably, the pipe investigations lead to necessary pipe replacements, which average \$210,000 per year.</p> <p>The Public Works Department replaces catch basins in conjunction with street resurfacing program. On average, 180 catch basins are replaced every year at a cost of approximately \$100,000. This program funds the catch basin material costs.</p> <p>In addition, \$200,000 is included for the lining of storm pipes on Farmington Avenue and LaSalle Road to renew their service life. This is a multi-year project with \$200,000 in fiscal years 2021, 2022 and 2023.</p> <p>The culvert under Trout Brook Drive, just north of Asylum Avenue, is undersized and cannot contain the watercourse during heavy rain. When this occurs, Trout Brook Drive becomes unpassable and requires an emergency closure, which impacts the Town's transportation system especially for emergency responses. This program includes an increase of \$700,000 for the replacement of this culvert.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Street Resurfacing			
Department		Expected Life	
Community Development		20 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year 2: \$1,523,000	
Fiscal Year		Prior Year(s):	
2021-2022		-	
Project Duration		Total Cost:	
Recurring		\$1,523,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,092,000
Contractual Services	\$	Grants	\$431,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The Town strives to repave 10 or more miles of roadway each year, via this program. Due to the escalating cost of asphalt over the past five years and current staffing levels, the Town has only been able to resurface an average of 8.8 miles during this period of time.

The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 29 percent or 63 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; paving the roadway; and police for traffic control. In most cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.

This includes a request of \$300,000 to repave approximately one additional mile of roadway.

Town of West Hartford Capital Improvement Program

Project Title			
Traffic System Management			
Department		Expected Life	
Community Development		30 Years Infrastructure 5 Years Pavement Markings	
Category		Funding Schedule	
Transportation & Circulation		Program Year 2: \$293,000	
Fiscal Year		Prior Year(s):	
2021-2022		-	
Project Duration		Total Cost:	
Recurring		\$293,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$93,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This Capital Improvement Program addresses the improvement or replacement of the Town's 62 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public. This Program provides funding to install traffic calming measures and intersection traffic safety improvements.</p> <p>Of the Town's 62 traffic signals, 10 remain that are approaching the end of their useful life at 20 years or older. The goal of this program is to replace 1 traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades to add exclusive pedestrian signal phases and/or accessible pedestrian signal equipment, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail, signage, and street lighting are replaced as necessary.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Asbestos Removal	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$250,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$250,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$170,000
Contractual Services	\$	Grants	\$80,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results and final reports.</p> <p>Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.</p> <p>Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.</p>			

Town of West Hartford Capital Improvement Program

Project Title				Computer Infrastructure					
Department			Public Schools		Expected Life			3-5 Years	
Category			Education		Funding Schedule			Program Year 2: \$350,000	
Fiscal Year			2021-2022		Prior Year(s):			-	
Project Duration			Recurring		Total Cost:			\$350,000	
Ongoing Operational Costs				Funding Source(s)					
Personnel Services		\$		Bonds		\$			
Contractual Services		\$		Grants		\$			
Non-personnel Services		\$		CNRE Fund		\$350,000			
Other		\$		Special Revenue Fund		\$			

Description & Justification

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

This program supports the computer fleet at all 16 public schools and administrative offices. In order to stay current with software requirements and phase out the oldest hardware that is past its usable life and out of warranty coverage, maintenance of an annual technology refresh schedule of 1,500 devices on average is required. This program ensures a reliable device fleet that is able to support computer based testing mandates.

Town of West Hartford Capital Improvement Program

Project Title				Exterior School Building Improvements			
Department			Public Schools			Expected Life	
Category			Education			Funding Schedule	
						Program Year 2: \$1,575,000	
Fiscal Year			2021-2022			Prior Year(s): -	
Project Duration			Recurring			Total Cost: \$1,575,000	
Ongoing Operational Costs				Funding Source(s)			
Personnel Services		\$		Bonds		\$945,000	
Contractual Services		\$		Grants		\$630,000	
Non-personnel Services		\$		CNRE Fund		\$	
Other		\$		Special Revenue Fund		\$	
Description & Justification							
<p>With 16 buildings of varying age exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.</p>							
<p>The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.</p>							
<p>This year’s appropriation will be dedicated to partial roof replacements at Braeburn and Hall and masonry repairs at Sedgwick and Hall.</p>							

Town of West Hartford Capital Improvement Program

Project Title				Furniture and Equipment Replacement			
Department		Public Schools		Expected Life			
Category		Education		Funding Schedule			
				Program Year 2:		\$175,000	
Fiscal Year		2021-2022		Prior Year(s):		-	
Project Duration		Recurring		Total Cost:		\$175,000	
Ongoing Operational Costs				Funding Source(s)			
Personnel Services	\$			Bonds	\$		
Contractual Services	\$			Grants	\$		
Non-personnel Services	\$			CNRE Fund	\$175,000		
Other	\$			Special Revenue Fund	\$		

Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are five categories of items included in this replacement program.

Classrooms and Laboratories– There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

Administrative – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

Cafeteria – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

Equipment – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

Lockers – Element of the school building design which is subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. Because certain lockers cannot be repaired further, there is a need for lockers district-wide for the next several years. New lockers are specified to be wider and deeper than existing ones and they are usually specified to have a more limited number of moving components, thereby limiting our future repairs and maintenance.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

Town of West Hartford Capital Improvement Program

Project Title			
Heating and Ventilation Systems			
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 2: \$800,000	
Fiscal Year		Prior Year(s):	
2021-2022		-	
Project Duration		Total Cost:	
Recurring		\$800,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$800,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This program provides for the replacement of existing boilers and upgrades to existing HVAC systems some of which have performed well beyond their useful life. Replacement boilers are typically more energy efficient and include a greater amount of programmable auxiliary controls. Reconfigured piping is often necessary. New temperature controlled gas burners are included, as are requisite improvements to the gas piping. Associated breeching, dampers and needed chimney repairs are included.</p> <p>Good preventive maintenance practice dictates that major building components be repaired or replaced, if necessary, before problems arise. Few components of a building are as essential as a dependable boiler. Boiler failures can cause major problems to the educational process as well as unanticipated major expense during the middle of a fiscal year.</p> <p>This funding, as well as the funding from previous fiscal years, will go toward the replacement of the boiler at King Philip in the summers of 2020 and 2021 (\$1,900,000).</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Interior School Building Improvements	
Department	Public Schools	Expected Life	
Category	Education	Funding Schedule	
		Program Year 2:	\$1,584,000
Fiscal Year	2021-2022	Prior Year(s): -	
Project Duration	Recurring	Total Cost: \$1,584,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,269,000
Contractual Services	\$	Grants	\$315,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.</p> <p>The school system has 11 elementary schools, 3 middle schools, and 2 high schools that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.</p> <p>Improvements this year will include flooring replacement and painting at Webster Hill, Conard and Hall and the renovation of restrooms at Sedgwick.</p>			

Town of West Hartford Capital Improvement Program

Project Title School Security			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$1,350,000	
Fiscal Year 2021-2022		Prior Year(s): \$3,350,000	
Project Duration Program Enhancement – Year 3 of 3		Total Cost: \$4,700,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,080,000
Contractual Services	\$	Grants	\$270,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This project will address security improvements in school facilities. Past projects in this category have included card access entry systems, exterior lock changes, installation of a “panic button” and automatic building wide notification systems, interior and exterior camera surveillance systems and interior lock changes. The primary projects to be addressed in the next few years are to enhance the security features of several school main offices by creating a controlled entrance for visitors that will serve as the primary control point between the main entrance and all other areas of the school. These controlled entrances feature a security vestibule which allows school office personnel to electronically monitor and permit access to the building for visitors during the school day. Funding will also be used to replace select exterior doors at schools. In addition, there is also a new mandate that visual emergency notification systems be located in areas with high levels of noise such as cafeterias, auditoriums, gymnasiums, etc., and to include such notification systems in hallways and restrooms for the hearing impaired.

This year’s allocation will go toward enhanced security for main entrances at Duffy, King Philip and Norfeldt. Funding will also be utilized to replace exterior doors at Bugbee, King Philip and Whiting Lane.

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$450,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$450,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$450,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford's athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>The funding will go toward the replacement of playground equipment at Norfeldt and the resurfacing of the playground pavement at Bugbee.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$200,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.</p> <p>The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.</p> <p>Funding will be allocated this year for auditorium seating replacement at King Philip (year 1 of 2).</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Outdoor Pool Improvements	
Department Leisure Services & Social Services		Expected Life 10 Years	
Category Parks & Recreation		Funding Schedule Program Year 2: \$50,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$50,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The money for this project will be used to repair filtration systems, underground pipes and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.</p> <p>The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize down-time at the outdoor pools, thus assuring the community has use of their pools during the summer months.</p>			

Town of West Hartford Capital Improvement Program

Project Title Park & Playfield Improvements			
Department Leisure Services & Social Services		Expected Life 20 Years	
Category Parks & Recreation		Funding Schedule Program Year 2: \$440,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$440,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$440,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

West Hartford's parks and athletic fields are intensively used by youth leagues, some to a point where facilities have become inadequate or are beginning to show signs of deterioration. The purpose of park and playfield improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. A long-term athletic field improvements program, developed in conjunction with the Department of Public Works, prioritizes field maintenance to prevent further deterioration and to preserve these community resources within Town parks. Recently the Town has worked to irrigate playfields to help save on maintenance costs and eliminate use of synthetic pesticides. Irrigation allows for conventional and/or organic slow-release fertilizers to be successful.

Post tension concrete projects have been staggered every other year. Investment in this technology saves on long-term upkeep costs. This year, the Beachland Park basketball courts will be replaced.

Ongoing repairs to keep fields safe would also be conducted.

This year's funding will also fully renovate Sedgwick Middle School entire field complex, including baseball and soccer fields, which are heavily used by youth groups.

Town of West Hartford Capital Improvement Program			
Project Title		Park & Playscape Management	
Department		Expected Life	
Leisure Services & Social Services		10-15 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year 2: \$150,000	
Fiscal Year		Prior Year(s):	
2021-2022		-	
Project Duration		Total Cost:	
Recurring		\$150,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$150,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is a recurring program to address facility improvements. The ongoing maintenance of existing equipment will provide for accessible playgrounds, improve safety, and better serve the needs of neighborhoods.</p> <p>This year's appropriation will fund replacement of one of Eisenhower Park's playscapes, various fencing replacements, and signage at Kennedy and Eisenhower and ongoing maintenance repairs at park playground structures and equipment.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Kennedy Park Bath House			
Department Leisure Services & Social Services		Expected Life 25 Years	
Category Parks & Recreation		Funding Schedule Program Year 2: \$290,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Non-Recurring		Total Cost: \$290,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$290,000
<p>Description & Justification</p> <p>The Kennedy Park bath house was constructed in 1983. Accordingly, bathrooms and showers are not fully accessible. This renovation, to be funded with Community Development Block Grant funding, will increase handicapped accessibility and defer future maintenance.</p> <p>This project will complement the pool which is in acceptable condition, including a new pool tank and zero-depth entry. Kennedy Park pool is the only Town outdoor aquatics facility with a separate pool with a slide. The facility hosts the HANOC summer camp for children from a disadvantaged neighborhood, as well as a regular program of swim lessons and recreational swim sessions for residents.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Rockledge Improvements			
Department		Expected Life	
Leisure Services & Social Services			
Category		Funding Schedule	
Parks & Recreation		Program Year 2: \$50,000	
Fiscal Year		Prior Year(s):	
2021-2022		-	
Project Duration		Total Cost:	
Non-Recurring		\$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$50,000
<p>Description & Justification</p> <p>This project will address the renovation of greens or other golf course upgrades at Rockledge Golf Club based upon condition and need, and address equipment needs. It will be funded via the capital projects user fee included in the rates at Rockledge.</p> <p>The facility's aging irrigation system requires a systematic replacement schedule.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Animal Shelter Replacement	
Department Police Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year 2: \$700,000	
Fiscal Year 2021-2022		Prior Year(s): \$50,000	
Project Duration Year 2 of 2		Total Cost: \$750,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$700,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The condition of the existing animal shelter, built approximately 45 years ago, has significantly deteriorated. There are issues regarding fencing, kennel design, drainage, hot water, crumbling concrete supports and poor ventilation. In addition, the building does not meet many of the basic mandatory state standards for municipal animal shelters. As part of the fiscal year 2017 facility study being conducted to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site, the suitability of rehabilitating the existing facility or designing a new animal shelter will be determined. These funds will be used to implement that plan.</p>			

Town of West Hartford Capital Improvement Program

Project Title Police Shooting Range			
Department Police		Expected Life 25 years	
Category Building Improvements		Funding Schedule Program Year 2: \$700,000	
Fiscal Year 2021-2022		Prior Year(s): \$50,000	
Project Duration - Phase I 3 years		Total Cost: \$750,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$700,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The Town is in the process of conducting a facility study to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site and determine the suitability of rehabilitating the existing facilities or designing new facilities. Included in this study is the indoor shooting range used by the Police Department. There are numerous facility deficiencies for the police department including a small shooting range located in the basement of the building with poor air circulation, no classroom space for instruction related to the shooting range, limited restroom access, and ADA accessibility issues.

The recommendations from the facility study will drive the process for improving the shooting range. This appropriation will fund construction costs.

Town of West Hartford Capital Improvement Program

Project Title			
Town Building Improvements			
Department		Expected Life	
Facilities Services			
Category		Funding Schedule	
Building Improvements		Program Year 2:	\$1,704,000
Fiscal Year		Prior Year(s):	
2021-2022		-	
Project Duration		Total Cost:	
Recurring		\$1,704,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,454,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$250,000
Other	\$	Special Revenue Fund	\$

Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, to maintain and upgrade the systems and appearance of the buildings.

Heating, Ventilation and Cooling (HVAC) Systems - HVAC systems provide heating, cooling and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls which provide greater control and will lower operating costs.

Roofing and Masonry - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

Interior Finishes, Fixtures and Furnishings - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; and furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

Code Compliance - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change or it is discovered that we are not in compliance with the code and we must make repairs, enhance systems or modify buildings to meet the requirements of the code.

Town of West Hartford Capital Improvement Program

Project Title			
Energy Conservation			
Department		Expected Life	
Facilities Services			
Category		Funding Schedule	
Building Improvements		Program Year 2: \$100,000	
Fiscal Year		Prior Year(s):	
2021-2022		-	
Project Duration		Total Cost:	
Recurring		\$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$100,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements may include more efficient equipment, energy management control systems, financial incentive programs for improvements from the utility companies, implementing separate heating and cooling systems within buildings and taking advantage of new technologies.</p> <p>Natural gas, electricity, and water costs are projected to increase for the foreseeable future. Investments need to be made that reduce the consumption of energy and water to manage energy costs. This dedicated project for energy conservation improvements establishes these investments as a priority rather than competing with other building improvement projects and priorities.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Town Facilities Paving			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year 2: \$150,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$150,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$150,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification This project will repair and repave parking lots at Town facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility in the Town's parking lots.			

Town of West Hartford Capital Improvement Program

Project Title Communications Infrastructure			
Department Information Technology Services		Expected Life	
Category Governmental Operations		Funding Schedule Program Year 2: \$656,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$656,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$300,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$356,000
Other	\$	Special Revenue Fund	\$

Description & Justification

This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for Town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.

The communications infrastructure supports applications that utilize voice and data communication to improve organizational performance. Improved performance is the result of extending access to information throughout the organization making employees information independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization while maintaining the security integrity of the infrastructure.

Town of West Hartford Capital Improvement Program

Project Title			
Financial Management System			
Department		Expected Life	
Financial Services			
Category		Funding Schedule	
Governmental Operations		Program Year 2:	\$250,000
Fiscal Year		Prior Year(s):	\$2,400,000
2021-2022			
Project Duration		Total Cost:	\$2,650,000
Year 5 of 5			
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$250,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The Town selected Dynamics AX in 2014 as its preferred Enterprise Resource Planning (ERP) system. In October 2016, the implementation of the Dynamics AX ERP core financial modules was completed and the system has been supporting Accounting, Finance, Purchasing, Budgeting, Accounts Receivable, Fixed Assets, and Cash & Bank Management. As a result of the release of a new ERP product (Microsoft Dynamics 365), Microsoft has announced the end of mainstream support for Dynamics AX as of October 2021 with extended support being offered through January 2023. The impact of this new release is the Town will be forced to purchase this new product or seek an alternate ERP system. With end of support on the horizon for Dynamics AX, the Town has the opportunity to migrate to the Munis ERP system at a reduced cost. Both business and technology needs have changed dramatically since the current ERP solution was selected and implemented. Therefore, the Town recently conducted a comprehensive evaluation to help determine a refreshed vision, with the goals of reducing IT application and infrastructure support costs, improving flexibility, increasing ease of use, facilitating further automation of business processes, and improving the quality and reliability of information for decision making. The cost of the migration to Munis rather than Microsoft Dynamics 365 will result in a cost avoidance of approximately \$1 million over the next four years.

The accounting and payroll system are used by both the Town and Board of Education and financial operations are highly dependent upon these systems for day to day operations. This allocation will be used for migration to the Munis ERP system, which will allow for an integrated financial system that meets the Town and School's fund accounting and business operating needs.

Town of West Hartford Capital Improvement Program

Project Title			
Public Works Rolling Stock			
Department		Expected Life	
Public Works		15- 20 years	
Category		Funding Schedule	
Rolling Stock / Miscellaneous Equipment		Program Year 2: \$350,000	
Fiscal Year		Prior Year(s):	
2021-2022		-	
Project Duration		Total Cost:	
Recurring		\$350,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$350,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification			
<p>The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the Department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works.</p> <p>Updating the Town's fleet relieves regulatory pressure to meet pollution and fuel economy standards. Replacing needed equipment enhances the public image when vehicles and equipment are in good repair. Safe, reliable equipment which provides necessary functionality also improves relations with employees. Improved engineering and technological advances in updated equipment provides better management of resources. Onboard electronics systems and telematics enable better monitoring of daily operations and performance and provides the ability to manage application rates such as salt application rates. It also improves the ability to monitor and schedule preventative maintenance activities, and helps with workforce productivity.</p> <p>Using a Diesel Emissions Reduction Act grant and CIP funding. This year's funding will replace a plow truck, utility truck, Combination backhoe, utility loader, and low bed heavy haul trailer.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Town Vehicles			
Department Public Works		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 2: \$300,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$300,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$150,000
Other	\$	Special Revenue Fund	\$150,000
<p>Description & Justification</p> <p>Rolling Stock and Miscellaneous Equipment in good condition is critical to the safety and productivity of Town Departments. The Town has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Rolling Stock/Miscellaneous Equipment contributes to the efficiency and effectiveness of a Town Department.</p> <p>The Department of Public Works maintains 226 vehicles for the Town. This project funds the planned replacement of vehicles based on vehicle condition and the operational needs of the Town. Funding for replacement vehicles totaling \$150,000 for various Town departments will come from the CNRE Fund.</p> <p>Within the Rolling Stock/Miscellaneous Equipment category Police vehicles are also funded by the Police Private Duty (PPD) Fund. \$150,000 from the PPD Fund highlighted in the “Other” funding source is set aside for Police Department vehicle replacements.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Miscellaneous Equipment			
Department Fire Department		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 2: \$100,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$100,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Rolling Stock and Miscellaneous Equipment in good condition is critical to the safety and productivity of Town Departments. The Town has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Rolling Stock/Miscellaneous Equipment contributes to the efficiency and effectiveness of a Town Department.</p> <p>The Fire Department is requesting to purchase a gear washer and dryer, an electrocardiogram machine (ECG), and a Rescue Tool.</p> <p>There is an immediate need for a gear washer and dryer. The current washer is not designed for fire gear and is just a commercial grade washer. Cancer rates are increasing in this profession and the Fire Union has indicated the urgent need for the department to provide a safer and more efficient way of cleaning gear. The Fire Department will be submitting for additional gear washers and dryers on an annual basis, likely in perpetuity, until all stations are outfitted and so that there is a replacement plan to ensure the equipment does not become outdated.</p> <p>Currently there are seven sets of ALS gear. One of the sets is using an older electrocardiogram (ECG) model (Lifepak 12), considered to be outdated and no longer being “covered” under the vendor’s service contract. They are in need of an 8th set of gear. Please note, the Fire Department will be submitting for an additional electrocardiogram on an annual basis, in perpetuity, so that no ECG goes beyond 7-8 years old, in essence creating a replacement plan to ensure the current equipment does not become obsolete.</p> <p>This project also funds the replacement of a thirteen year old rescue equipment on a primary rescue fire vehicle.</p>			

ANNUAL BUDGET 2020-2021

ORDINANCE CONCERNING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING JULY 1, 2020

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

THAT, from the revenues derived from the property tax levy on the list of October 1, 2019 and other miscellaneous revenues estimated to be received in the fiscal year July 1, 2020 to June 30, 2021 as shown in the revenue section of the budget document, the following are hereby appropriated to the General Fund:

	Personal <u>Services</u>	Non-Personal <u>Expense</u>	Capital <u>Outlay</u>	Sundry <u>Expense</u>	<u>Total</u>
Town Clerk	\$ 195,156	\$ 79,395	\$	\$ 11,941	\$ 286,492
Town Council	128,355	258,678		9,626	396,659
Town Manager	369,053	6,600		23,397	399,050
Corporation Counsel	320,807	97,800		22,816	441,423
Registrar of Voters	205,000	58,370		11,332	274,702
Information Technology	469,560	543,500		34,235	1,047,295
Financial Services	1,697,387	588,779		127,041	2,413,207
Assessor	649,422	63,137		48,696	761,255
Human Resources	347,498	108,250		27,188	482,936
Fire	11,028,586	1,437,728		187,763	12,654,077
Police	15,375,019	1,028,425		334,076	16,737,520
Community Development	2,148,657	267,033		159,324	2,575,014
Public Works	4,070,926	7,044,973		399,360	11,515,259
Facilities Services	1,214,524	765,381		83,484	2,063,389
Leisure Services & Social Services	1,714,833	986,640		109,295	2,810,768
Library	2,501,539	663,287		165,189	3,330,015
Education				170,073,528	170,073,528
Debt Service/Capital Financing				17,318,952	17,318,952
Payments to Probate		45,260			45,260
Contingency				769,020	769,020
Radio Maintenance	109,780	64,982		8,398	183,160
Private School Health Services				895,876	895,876
Revaluation Litigation		25,000			25,000
Health District		708,102			708,102
Private School Transportation				925,765	925,765
Risk Management Contributions				38,852,134	38,852,134
Metropolitan District Commission		12,260,900			12,260,900
TOTALS	\$42,546,102	\$27,102,220	\$	\$230,598,436	\$300,246,758

And further, that allocated debt and sundry overhead expenses appropriated to municipal departments and the school department are not available for discretionary expenditure, but are under the exclusive jurisdiction of the Town Treasurer for the sole purpose of meeting the indicated debt and sundry costs, either as direct budgetary expenditures or as transfers to such funds established in accordance with Chapter 18 Section 37 of the Code of Ordinances.

ANNUAL BUDGET 2020-2021

And further, that from revenues to be derived from other funds as shown in the budget document the following is hereby appropriated:

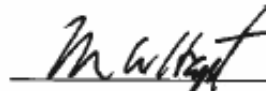
Separately Appropriated <u>Special Funds</u>	<u>Personal</u> <u>Services</u>	<u>Non-Personal</u> <u>Expense</u>	<u>Capital</u> <u>Outlay</u>	<u>Sundry</u> <u>Expense</u>	<u>Total</u>
Blue Back Square Fund	\$	\$	\$	\$3,410,500	\$3,410,500
Community Development Block Grant Fund	261,873	315,947		195,235	773,055
CDBG – Housing Rehabilitation Fund		200,000			200,000
State Housing & Community Development Fund					
Westmoor Park Fund	377,072	137,827		226,671	741,570
Leisure Services Fund	1,217,510	2,536,087		733,180	4,486,777
Private School Services Fund	837,818	911,724		752,212	2,501,754
West Hartford Library Fund		15,000			15,000
Parking Lot Fund	1,017,253	1,416,317		945,360	3,378,930
Technology Investment Fund		10,000			10,000
Capital & Non-Recurring Expenditure Fund				2,073,000	2,073,000
Police Private Duty Fund	1,200,000	17,500		638,267	1,855,767
Cemetery Operating Fund	139,192	178,593		158,557	476,342

And further, that increases or decreases to said appropriations may be made only upon certification by the Town Treasurer that anticipated expenditures do not exceed anticipated revenues.

ATTEST:



Essie S. Labrot, Town Clerk



Matthew W. Hart, Town Manager

Approved as to form and legality:


Dallas C. Dodge, Corporation Counsel

RESOLUTION CONCERNING TAX LEVY ON THE LIST OF OCTOBER 1, 2019

BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD THAT on the Town Assessment List of October 1, 2019, there be and is hereby granted to be levied upon the ratable estate of the Town of West Hartford, of the inhabitants of said Town and of all others liable to pay taxes therein, including all estate situated or taxable within territory added to the limits of the Town by any acts or resolutions of the General Assembly heretofore passed, a tax of forty-one and eight tenths (41.8) mills on the dollar. Said taxes shall become due on July first, two thousand twenty (July 1, 2020) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand twenty (July 1, 2020), and January first, two thousand twenty one (January 1, 2021) except that any tax of less than fifty (\$50) dollars and, any tax on motor vehicles shall be due and payable in full on the first business day of July, two thousand twenty (July 1, 2020). If any installment of such tax shall not be paid on or before the first day of the month next succeeding that in which it shall be due and payable, the whole or such part of such installment as is unpaid shall thereupon be delinquent and shall be subject to the addition of interest at the rate and in the manner provided for in the General Statutes of the State of Connecticut. Any person may pay the total amount of any such tax for which he is liable at the time when the first installment thereof shall be payable.

ATTEST:



Essie S. Labrot, Town Clerk



Matthew W. Hart, Town Manager

AN ORDINANCE DEAUTHORIZING \$1,200,000 FOR PROJECTS AUTHORIZED IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2020-2021, APPROPRIATING \$2,926,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2020-2021, APPROPRIATING \$19,013,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2021-2022 AND AUTHORIZING THE ISSUANCE OF BONDS OF THE TOWN IN AN AMOUNT NOT TO EXCEED \$20,739,000 TO FINANCE THE APPROPRIATIONS AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

Section 1. The sum of \$1,200,000 previously appropriated to meet the estimated costs of various town improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2020-2021, is hereby deauthorized as follows:

<u>Town Projects</u>	<u>2020-2021</u>
Fern Street Bridge Replacement	<u>1,200,000</u>
Total	<u>\$1,200,000</u>

Section 2. The sum of \$2,926,000 is hereby appropriated to meet the estimated costs of various town and school improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2020-2021, as follows, said appropriations to be inclusive of administrative, legal and financing costs and costs of issuance related thereto, and any and all State grants-in-aid for the projects:

<u>Town Projects</u>	<u>2020-2021</u>
Traffic System Management	\$200,000
Storm Water Management	306,000
Street Resurfacing	500,000
Recycling Center Modernization	120,000
Police Shooting Range	<u>50,000</u>
Town Total	\$1,176,000
<u>School Projects</u>	
School Security Improvements	\$1,350,000
Site & Athletic Field Improvements	200,000
Interior School Building	<u>200,000</u>
School Total	\$1,750,000
Total	<u>\$2,926,000</u>

Section 3. The sum of \$19,013,000 is hereby appropriated to meet the estimated costs of various town and school improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2021-2022, as follows, said appropriations to be inclusive of administrative, legal and financing costs and costs of issuance related thereto, and any and all State grants-in-aid for the projects:

ANNUAL BUDGET 2020-2021

<u>Town Projects</u>	<u>2021-2022</u>
Arterial Street Reconstruction	\$ 1,623,000
Communications Infrastructure	300,000
Financial Management System	250,000
Fern Street Bridge	1,200,000
Neighborhood Street Reconstruction	1,776,000
Traffic System Management	200,000
Park & Playfield Improvements	440,000
Pedestrian & Bicycle Management	437,000
Police Shooting Range	700,000
Animal Shelter	700,000
Public Works Rolling Stock	350,000
Storm Water Management	2,132,000
Street Resurfacing	1,092,000
Town Building Improvements	1,454,000
Town Facility Paving	<u>150,000</u>
Town Total	\$12,804,000
 <u>School Projects</u>	
Asbestos Removal	\$ 250,000
Exterior School Building Improvements	1,575,000
Heating & Ventilation Systems	800,000
Interior School Building Improvements	1,584,000
School Security Improvements	1,350,000
Site & Athletic Field Improvements	450,000
Stage & Auditorium Renovations	<u>200,000</u>
School Total	\$6,209,000
 Total	<u>\$19,013,000</u>
 Grand Total	<u>\$20,739,000</u>

Section 4. To meet said appropriations and in lieu of a tax therefor, bonds, notes or temporary notes of the Town shall be issued pursuant to Chapter VII of the Town's Charter and Chapter 109 of the General Statutes of Connecticut, as amended, or any other provision of law thereto enabling, in an amount not to exceed \$20,739,000, or so much thereof as shall be necessary after deducting grants or other sources of funds available for such purpose.

Section 5. The bonds shall be issued, maturing not later than the maximum maturity permitted by the General Statutes of Connecticut, as amended. Said bonds may be issued in one or more series and the amount of bonds of each series to be issued shall be fixed by the Town Manager and the Director of Financial Services in the amount necessary to meet the Town's share of the cost of the projects determined after considering the estimated amounts of the State grants-in-aid for the town and school projects, or the actual amounts thereof if this be ascertainable, and the anticipated times of the receipt of the proceeds thereof, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient with other funds available for such purpose to pay the principal of and the interest

on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the costs of issuance for such bonds. The bonds shall be in the denomination of \$5,000 or a whole multiple thereof, be issued in bearer form or in fully registered form, be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be made payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and interest thereon. The aggregate principal amount of the bonds of each series to be issued, the annual installments of principal, redemption provisions, if any, the certifying, registrar and transfer agent and paying agent, the date, time of issue and sale and other terms, details and particulars of such bonds, including the approval of the rate or rates of interests, shall be determined by the Town Manager and the Director of Financial Services.

Section 6. The bonds shall be sold by the Town Manager and Director of Financial Services in a competitive offering or by negotiation, in their discretion. If sold in a competitive offering, the bonds shall be sold at not less than par and accrued interest on the basis of the lowest net or true interest cost to the Town.

Section 7. The Town Manager and Director of Financial Services are authorized to make temporary borrowings in anticipation of the receipt of the proceeds of said bonds. Notes evidencing such borrowings shall be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The notes shall be issued with maturity dates which comply with the provisions of the General Statutes of Connecticut, as amended, governing the issuance of such notes. The notes shall be general obligations of the Town and each of the notes shall recite that every requirement of law relating to its issue has been duly complied with, that such note is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon. The net interest cost on such notes, including renewals thereof, and the expense of preparing, issuing and marketing them, to the extent paid from the proceeds of such renewals or said bonds, shall be included as a cost of the projects included in Sections 2 or 3. Upon the sale of the bonds, the proceeds thereof, to the extent required, shall be applied forthwith to the payment of the principal of and the interest on any such notes then outstanding or shall be deposited with a bank or trust company in trust for such purpose.

Section 8. Any of the estimated amounts set forth for projects not required to meet the actual cost of any such project may be transferred by the Town Manager and the Director of Financial Services to meet the actual cost of any other project set forth in Sections 2 or 3. The proceeds of any bonds not transferred in accordance herewith may be deposited in the Capital Reserve Account of the Capital and Non-Recurring Expenditure Fund.

Section 9. While it is anticipated that the bonds will qualify as tax-exempt bonds, the Town Manager and the Director of Financial Services are authorized, upon the advice of bond counsel, to issue

all or any portion of the bonds as bonds the interest on which is includable in the gross income of the owners thereof for federal income tax purposes, and it is hereby found and determined that the issuance of any such bonds is in the public interest.

Section 10. The Town hereby expresses its official intent under Treasury Regulation Section 1.150-2 of the Internal Revenue Code of 1986, as amended, that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized for the project; that the Town Manager and Director of Financial Services are authorized to bind the Town pursuant to such representations and agreements as they deem necessary or advisable in order to ensure and maintain the continued exemption from Federal income taxation of interest on the bonds, notes or temporary notes authorized by this resolution, if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

Section 11. The Town Manager and the Director of Financial Services are hereby authorized, on behalf of the Town, to enter into agreements or otherwise covenant for the benefit of bondholders or noteholders to provide information on an annual or other periodic basis to the Municipal Securities Rulemaking Board or any other nationally recognized municipal securities information repositories (the "Repositories") and to provide notices to the Repositories of material events enumerated in Securities and Exchange Commission Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this ordinance. Any agreements or representations to provide information to Repositories made prior hereto are hereby confirmed, ratified and approved.

Approved as to form and legality:



Dallas C. Dodge, Corporation Counsel

AN ORDINANCE CONCERNING APPROPRIATIONS TO AND IN THE CAPITAL
IMPROVEMENT FUND FOR THE FISCAL YEAR BEGINNING JULY 1, 2020

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

THAT, the following amounts are hereby appropriated from the Capital and Non-Recurring Expenditure
Fund to the Capital Improvement Fund for appropriation to the following projects:

<u>Project</u>	<u>Amount</u>
<u>Transportation</u>	
Traffic System Management	\$ <u>91,000</u>
Total	91,000
<u>Board of Education</u>	
Computer Infrastructure	350,000
Furniture & Equipment Replacement	175,000
Modular Classroom Removal	<u>50,000</u>
Total	575,000
<u>Parks & Recreation</u>	
Outdoor Pool Improvements	60,000
Park & Playscape Management	<u>60,000</u>
Total	120,000
<u>Town Building Improvements</u>	
Energy Conservation	100,000
Town Building Improvements	<u>200,000</u>
Total	300,000
<u>Miscellaneous</u>	
Communications Infrastructure	337,000
Property Revaluation	300,000
Town Vehicles	250,000
Miscellaneous Equipment	<u>100,000</u>
Total	987,000
TOTAL	\$2,073,000

ATTEST:



Essie S. Labrot, Town Clerk



Matthew W. Hart, Town Manager

Approved as to form and legality:


Dallas C. Dodge, Corporation Counsel

Town of West Hartford

The Town of West Hartford is located in central Connecticut, adjacent to and west of the City of Hartford, the state capital. The towns of Bloomfield, Newington, Farmington, and Avon border the Town. West Hartford is approximately 100 miles southwest of Boston and approximately 100 miles northeast of New York City. The Town, a residential suburb in the Hartford metropolitan area, encompasses a total of 22.2 square miles and has a population of 63,360. West Hartford was settled as an agricultural community in the early 1700s and was incorporated as a town in 1854.

West Hartford has access to the two major highways in central Connecticut: Interstate Routes 91 and 84, the latter of which has exits in the Town. The Town is also served by U.S. Routes 6 and 44 and State Routes 4, 173, 185, and 218. Amtrak provides passenger rail service for the area. Bradley International Airport is 20 miles north of the center of West Hartford. Public transportation is provided by the CT Department of Transportation. The two largest public utilities are Eversource Energy and Connecticut Natural Gas.

West Hartford is primarily comprised of property with single-family, owner occupied, mid to upper price range homes. The Town has eleven public elementary schools, three public middle schools and two public high schools. West Hartford also has seven parochial schools, seven private schools and two universities.

There are three branch post offices and a public library system with three branch locations. Additionally, the Town has 36 public parks and playgrounds, one playhouse, and 24 churches and synagogues. West Hartford has 217 miles of streets, 300 miles of sidewalks, and is almost fully sewered.

In 1919, the Town became the first in the State to appoint a Town Manager, and it presently operates with a Council-Manager form of government. The legislative function is performed by the nine-member council, which is elected biennially. The Council formulates policies for the administration of the Town. The Town Manager is appointed by the Council to serve as the Town's Chief Executive Officer, with appointive and removal authority over department directors and other employees of the Town. The Town Manager is responsible for the implementation of policies established by the Council. An elected seven-member Board of Education appoints a Superintendent of Schools, who administers the education system of the Town.

Principal Municipal Officials

Office

Mayor/President of Council

Deputy Mayor/Vice President of Council
Minority Leader

Town Clerk
Registrar of Voters

Chairperson
Vice-Chairperson

Town Council

Shari G. Cantor

Leon S. Davidoff
Lee Gold
Carol Blanks
Mary Fay
Beth Kerrigan
Liam Sweeney
Ben Wenograd
Chris Williams

Other Elected Officials

Essie Labrot
Patrice Peterson
Beth Kyle

Board of Education

Deb Polun
Lorna Thomas-Farquharson
Amanda Aronson

Robert Levine
Sean Passan
Ari Steinberg
Mark Zydanowicz

Manner of Selection and Length of Service

Appointed 12/04-11/05
Elected 11/05-11/21
Elected 11/07-11/21
Elected 11/19-11/21
Elected 11/19-11/21
Elected 11/17-11/21
Elected 11/15-11/21
Elected 11/17-11/21
Elected 11/17-11/21
Elected 11/15-11/21

Elected 1/08-1/24
Elected 1/19-1/21
Elected 1/15-1/21

Elected 11/17-11/21
Elected 11/17-11/21
Appointed 7/19-11/19
Elected 11/19-11/21
Elected 11/17-11/21
Elected 11/19-11/23
Elected 11/19-11/23
Appointed 11/12-11/15
Elected 11/15-11/23

Principal Taxpayers			
(Amounts Expressed in Thousands)			
Name of Taxpayer	Nature of Business	Value at October 1, 2018	Percent of Total*
1 Sof-Ix Blue Back Square Holdings LP	Retail, Office, Apartments, Residential	\$72,984	1.15%
2 West Farms Mall LLC	Mall	52,531	0.82%
3 Connecticut Light & Power	Utility	46,100	0.72%
4 Corbins Corner Shopping Center LLC	Shopping Center	42,378	0.67%
5 SF WH Property Owner LLC	Shopping Center/Hotel	29,271	0.46%
6 Town Center West Associates	Office, Retail	28,069	0.44%
7 McAuley Center Inc	Assisted Living	24,529	0.38%
8 Steele Road LLC	Apartments	23,426	0.37%
9 BFN Westgate LLC	Apartments	20,511	0.32%
10 Bishop's Corner (E&A) LLC	Shopping Center	18,200	0.29%
		\$357,999	5.62%

*Percent of total based on 10/1/2019 Net Taxable Grand List of \$6,368,328.

Note: Assessments include Real Property, Personal Property and Motor Vehicles.

Source: Assessor's Office.

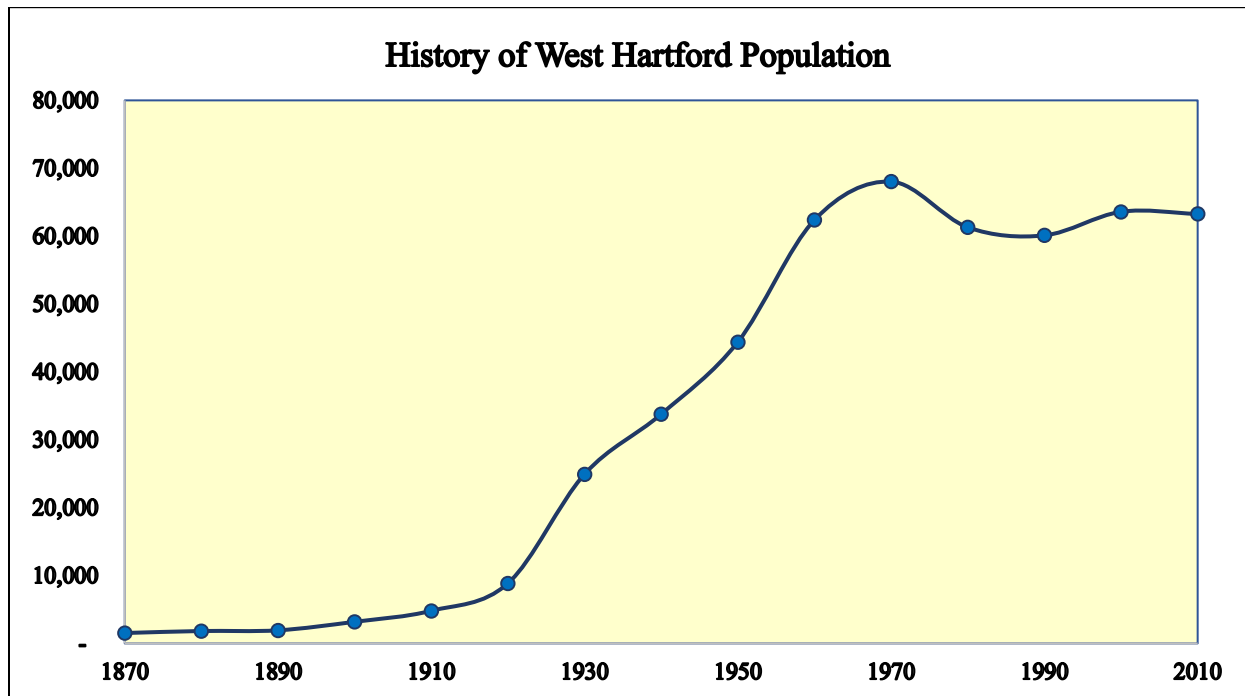
Major Employers		
Employer	Business	Number of Employees
Town of West Hartford	Government	2,026
University of Hartford	Education	1,512
Hospital at Hebrew Health Care	Hospital	750
Wiremold/Legrand Products, Inc.	Manufacturing	750
UTC Aerospace/Triumph Engine Control Systems	Manufacturing	375
Colt Manufacturing	Manufacturing	375
American School for the Deaf	Education	375
American Medical Response	Ambulance Service	375
St. Mary's Home	Nursing Home	375
Cheesecake Factory	Restaurant	<u>375</u>
Total		7,288

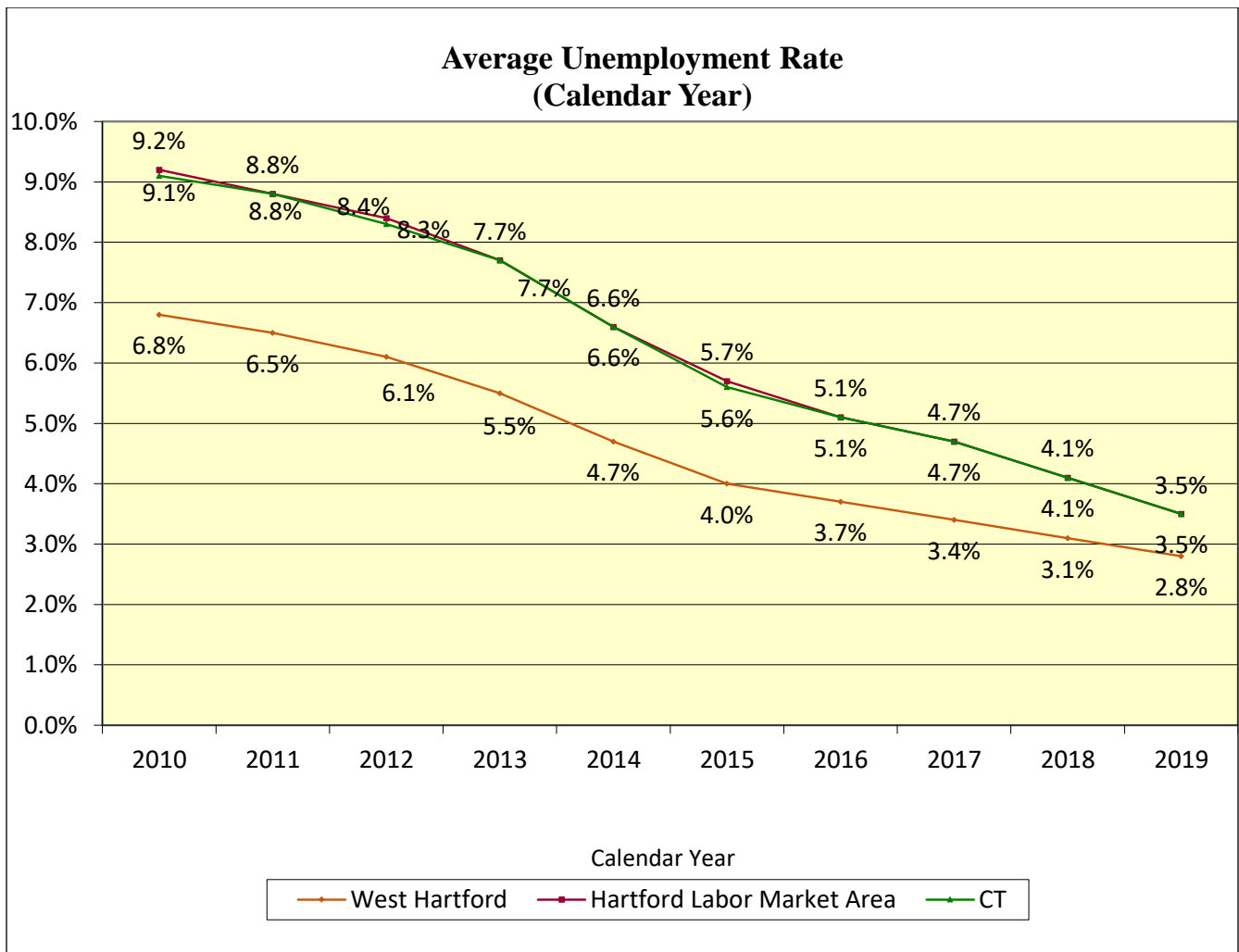
Source: Connecticut Department of Labor, 2019.

West Hartford: Census Data

<u>CATEGORY</u>	<u>2000</u>	<u>2010</u>	<u>Percent Change</u>
Total Population	61,045	63,268	3.6%
Male	28,018	29,365	4.8%
Female	33,027	33,903	2.7%
Median Age	40.0	41.5	3.8%
Percent 65 And Older	20.3%	17.1%	-15.8%
Number of Households	24,576	25,258	2.8%
Number of Families	15,935	16,139	1.3%
Average Household Size	2.39	2.42	1.3%
Average Family Size	3.00	3.06	2.0%
Number of Housing Units	25,332	26,396	4.2%
Per Capita Income	\$33,468	\$43,998	31.5%
Median Household Income	\$61,665	\$77,156	25.1%

Source: U.S. Census Bureau.





Municipal Profile

As of June 30, 2018

Date of Incorporation	May 3, 1854
Form of Government	Council-Manager
First Charter Adopted	November 2, 1920
Present Charter Amended	November 5, 1996
Area of Town	22.2 Square Miles
Public Works Information	
Miles of Street	Municipal Parking
Town Streets 217	Metered 1,933
Private Streets 15	Leased 393
State Highways 17	Gated 535
Miles of Sidewalks 300	Parking Garages 2
Number of Catch Basins 7,640	
Miles of Curbs 222	
Miles of Storm Sewers 170	
Parks and Recreation Information	Elections Information
Senior Centers 2	Registered Voters (as of 2018) 40,352
Community Centers 1	
Neighborhood Parks 7	Percent of voters voting in
Acres of Park Land 1,182	Last national election (2016) 78%
Neighborhood Playgrounds 29	Last state election (2018) 75%
Golf Courses 2	Last municipal election (2019) 34%
Aquatic Facilities 5	
Indoor Skating Rink 1	Police Protection
Tennis Courts 42	Police Cars 78
Athletic Fields 92	Employees 153
Basketball Courts (2 lighted) 9	
Municipal Cemeteries 3	Fire Protection
	Stations 5
	Pieces of Equipment 8
	Employees 93
Education System Information	Library
Students:	Branches 3
Senior High Schools (2) 3,032	Employees (full-time) 24
Middle Schools (3) 2,259	
Elementary Schools (11) 4,109	Town Employees
	Town Funded 444
	Federally Funded 2
	Board of Education 1,580

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GLOSSARY OF TERMS

ACCOUNTING BASIS - all general and special revenue funds shall be accounted for on the **modified accrual basis**, under which revenues shall be recognized when actually received, or accrued when the Director of Financial Services determines them to be both measurable and available, and commitments of money shall be recorded as soon as they result in contingent liabilities to be met from available appropriations. This shall not apply to interest earnings, which may be recognized on a full-accrual basis, so as not to preclude the Town from maximizing investment earnings through utilization of long-term investments transcending one (1) or more fiscal years. Enterprise and internal service funds utilize a full accrual system of accounting. The Town shall utilize a full encumbrance system for all funds in all financial transactions of the Town. Salaries and wages of Town employees chargeable against valid personal services appropriations need not be encumbered, except at the close of the fiscal year. At the close of the fiscal year, all salary commitments and related employee benefits, such as social security, group insurance, retirement contributions and other obligations, as evidenced by a valid purchase order or contract accruing to the current accounting period, shall be itemized in a reserve for encumbrances; said itemized encumbrances, at the discretion of the Director of Financial Services, may be met from the aggregate total of the reserve for encumbrances.

The **budgetary basis** follows the modified accrual basis of accounting except:

- a. Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year but are shown as reservations of fund balance on a GAAP basis.
- b. The Town accounts for "on-behalf" contributions made by the State of Connecticut to the Connecticut State Teachers' Retirement System as revenue in accordance with GASB Statement No. 24, *Accounting and Financial Reporting for Certain Grants and Other Financial Assistance*. As such, General Fund revenue and expenses on a GAAP basis reflect the recognition of "on behalf contributions by the State."

ACTIVITY CLASSIFICATION - a grouping of expenditures on the basis of specific functions performed by an organizational unit. Examples of activities are street services, refuse collection, traffic regulation, housing services, property assessment, etc.

APPROPRIATION - an authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, and which is usually limited in amount and to the time during which it may be expended.

APPROPRIATION ORDINANCE - the ordinance by which appropriations are enacted into law by the legislative body. This gives legal authority to spend.

ASSESSED VALUATION - a valuation set upon real estate or other property by a government as a basis for levying taxes.

BUDGET - a plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means of financing them.

BUDGET DOCUMENT - as defined by the Charter of the Town of West Hartford, not later than 110 days before the end of the fiscal year, the Manager shall present to the Council a budget consisting of: A budget message outlining the financial policy of the Town government which describes the important features of the plan indicating major changes from the current year and clearly summarizes the contents. This includes:

- Actual revenues and expenditures in the last two fiscal years, the first six months of the current fiscal year, total estimated revenues and expenditures for the entire current fiscal year, and the Manager's recommendation of itemized revenues to be collected and amounts to be appropriated for the ensuing fiscal year.
- Summary of principal sources of anticipated revenues and a clear summary of detailed budget estimates.
- Statistical information to aid evaluation of proposed programs to determine appropriate levels of service.
- Appropriation and revenue ordinances and resolutions to carry out the adopted budget.

BUDGETARY BASIS - the budgeting and accounting policies of the Town of West Hartford conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

CAPITAL BUDGET - a plan of proposed capital projects and the means of financing them for a current fiscal period.

CAPITAL EXPENDITURE – payment to acquire or replace equipment for normal operating purposes with a value greater than \$5,000 and a life expectancy of more than one year.

CDBG – the Community Development Block Grant (CDBG) is a Federal grant awarded annually from the Department of Housing and Urban Development. It is primarily used for housing rehabilitation and other grant eligible activities. (For a description of the CDBG Fund see “Description of Funds” at the end of the Glossary.)

CHARACTER OF EXPENDITURE - a grouping of expenditures on the basis of the nature of goods or services purchased, as follows:

- **Personal Services** - direct payment to employees of wages and salaries through normal payroll procedures.
- **Non-Personal Expense** - payment of ordinary and recurring operating expenses not otherwise classified.
- **Capital Outlay** - payments of a relatively recurring nature to acquire or replace equipment for normal operating purposes, of value of \$5,000 or more, with a life expectancy of one year or more.
- **Sundry Expense** - payments for employee benefits, insurance, debt service and payments to outside organizations.

DEBT SERVICE - the amount of money required to pay the interest and principal on outstanding debt.

ENCUMBRANCES - obligations in the form of purchase orders or contracts which are chargeable to an appropriation and for which that part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability for payment is recorded.

EXPENDABLE TRUST FUND - a trust fund whose principal, interest earnings, or both must be used for a public purpose. A pension fund is an example of such a fund.

EXPENDITURE - this term designates the costs of goods delivered or services rendered, whether paid or unpaid, as well as provision for debt retirement and capital outlay.

FISCAL YEAR - a twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and result of its operations. The fiscal year for the Town of West Hartford begins July 1 and ends on June 30.

FUNCTION - a group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of functions are: General Government, Public Safety, and Community Maintenance.

FUND - an independent fiscal and accounting entity with a self-balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Annual budgeted funds are described in the "Description of Funds" section at the end of the Glossary.

FUND BALANCE - the difference between resources and obligations at a particular point in time, for example the end of the fiscal year. When obligations exceed resources, the result is a negative fund balance. When resources exceed obligations, the result is a positive fund balance.

GENERAL FUND - the chief operating fund which accounts for all resources used for financing the general administration of the Town and all resources not otherwise accounted for in other funds. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

GRAND LIST - the basis upon which the property tax levy is allocated among the property owners in a jurisdiction with taxing powers. Also known as the assessment roll, cadastre, assessment list, abstract of ratables and rendition.

INTERFUND LOANS OR TRANSFERS - loans or transfer amounts made from one fund to another.

INTERGOVERNMENTAL REVENUE - revenue received from other governments (State, Federal) in the form of grants, shared revenues, or payments in lieu of taxes.

INTERNAL SERVICES FUND - a fund separate from the General Fund used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis, e.g. the Risk Management Fund and the Utilities Services Fund.

LEVY - the total amount of taxes imposed by a governmental unit.

LoCIP - a local capital improvement grant program administered by the State. Towns apply annually for reimbursement of expenditures up to a formula generated entitlement amount.

MILL - the amount of tax paid for each \$1,000 of assessed value. A mill is one-tenth (1/10th) of a penny or \$1.00 of tax for each \$1,000 of assessed value.

MILL RATE - the rate applied to assessed valuation to determine property taxes. The mill rate sets the amount of taxes that must be paid for every \$1,000 of assessed value of property.

MISSION – the chief function or responsibility of an organization.

MODIFIED ACCRUAL BASIS - the basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for available revenues which should be accrued to properly reflect revenues earned.

OBJECT - as used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, clothing allowance, medical supplies, advertising, etc.

OBLIGATIONS - amounts which a governmental unit may be legally required to meet out of its resources. This includes actual liabilities and unliquidated encumbrances.

ORDINANCE - a formal legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status. Imposing taxes and special assessments universally require ordinances.

PROGRAM – a cost center designed to capture the specific activities of a department.

PROGRAM PERFORMANCE MEASURE – a numeric indicator representing the performance of a specific process or service delivery activity.

PROPERTY TAX - a locally levied tax based on the market value of property assessed at 70% during a given year by the local municipality. The revenues from property taxes represent the largest funding source for West Hartford municipal expenditures. By State law, all municipalities must revalue the market value of property every five years.

PROPERTY TAX EXEMPTION - a statutory provision that excuses certain types of property uses (e.g. religious, industrial uses) or property owners (e.g. veterans & elderly) from property tax, either partially or completely.

RESERVE - an account which records a portion of fund balance which is legally segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

REVENUE - this term designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, and do not represent contributions of fund capital.

SPECIAL REVENUE FUND - used to account for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. For example, the Parking Lot Fund was created specifically to account for revenues and expenditures generated by the parking lots in West Hartford Center.

SUBSIDY - an appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

TOWN AID ROAD - an annual formula grant from the State to be used for local road, bridge and sewer reconstruction. The amount of the grant is based on population, road miles and other demographic factors.

TRUST FUND - a fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g. the Pension Operating Fund.

VALUES – the social principles, goals, or standards held or accepted by the government.

ABBREVIATIONS/ACRONYMS

The following abbreviations and acronyms are commonly used throughout the budget document.

BBS – Blue Back Square

CCM – Connecticut Conference of Municipalities

CDBG – Community Development Block Grant

CIP – Capital Improvement Program

CNRE – Capital and Non-Recurring Expenditure Fund

CPF – Capital Projects Fund

CRCOG – Capital Region Council of Governments

DAR – Dial-A-Ride

DSF – Debt Service Fund

FEMA – Federal Emergency Management Association

FTE – Full-time equivalent

FY – Fiscal year

GFOA – Government Finance Officers Association

GHTD – Greater Hartford Transit District

HUD – United States Department of Housing and Urban Development

LoCIP – Local Capital Improvement Grant Program

LSF – Leisure Services Fund

MDC – Metropolitan District Commission

NCAAA – North Central Area Agency on Aging

OPEB – Other Post Employment Benefits

POCD – Plan of Conservation and Development

PPD – Police Private Duty Fund

PLF – Parking Lot Fund

RMF – Risk Management Fund

SHCDF – State Housing and Community Development Fund

SIR – Self-Insured Risk

SSD – Special Services District

STIF – State of Connecticut’s Short-Term Investment Fund

WHBHD – West Hartford/Bloomfield Health District

WHC – West Hartford Center

WHHA – West Hartford Housing Authority

DESCRIPTION OF FUNDS

In addition to the General Fund, there are other funds administered by the Town and included in the budget. The following funds are listed in alphabetical order.

Blue Back Square Fund - a fund created to account for the financial activity of the Blue Back Square development project, including the capital financing associated with such project and the revenues derived from Special Services District tax, facility rental and parking operations. Specific budget information can be found in the Non-Departmental section.

Capital and Non-Recurring Expenditure Fund (CNRE) - a fund, created pursuant to Section 7-360 of the Connecticut General Statutes, to account for the resources accumulated for capital projects or equipment acquisition. Summary information on this fund can be found in the Capital Budget section.

Cemetery Operating Fund - an expendable trust fund created by West Hartford Code 67-2 to account for donations and other resources provided for the care and maintenance of Town-owned cemeteries. Specific budget information can be found in the Public Works section.

Community Development Block Grant Fund (CDBG) - a special revenue fund to account for federal grant revenues from the U.S. Department of Housing and Urban Development. Specific budget information can be found in the Leisure Services & Social Services section.

CDBG Housing Rehabilitation Fund - a special revenue fund to account for housing rehabilitation activities funded via the CDBG federal grant monies. Specific budget information can be found in the Leisure Services & Social Services section.

Debt Service Fund - a fund used to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs. Specific budget information can be found in the Capital Financing section.

General Fund - the chief operating fund for West Hartford that accounts for all the resources used for financing the general administration of the Town and a fund that accounts for all resources not otherwise accounted for in other funds. It is the largest and most important fund in the Town of West Hartford's budget. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

Leisure Services Fund – an enterprise fund created to account for the leisure service activities of the Town. This fund can be found in the Leisure Services & Social Services section.

Parking Lot Fund - a special revenue fund established in fiscal year 1996 utilized to ensure that revenues generated by gated parking lots and parking meters in the Town Center cover operational costs with no taxpayer subsidy. In addition, this fund receives a management fee to run the operations of the Blue Back Square parking garages. Specific budget information can be found in the Public Works section.

Pension Operating Fund - a pension trust fund used to account for the payment of current pension benefits and other costs associated with the operation of the Town's pension plan. Specific budget information can be found in the Human Resources section. This fund is not subject to appropriation.

Police Private Duty Fund - a special revenue fund established in fiscal year 1994 to ensure that revenues generated by police private duty overtime fees cover costs with no taxpayer subsidy. Specific information can be found in the Police Services section.

Private School Services Fund - a special revenue fund to account for a State grant or other funds used to fund services provided by the Town to non-public schools. Specific budget information can be found in the Non-Departmental section.

Risk Management Fund - an internal service fund to account for the cost of the Town's insured and self-insured programs. Specific budget data can be found in the Human Resources section. This fund is not subject to appropriation.

State Housing and Community Development Fund - a special revenue fund created pursuant to state requirements to account for state housing funds for community development programs. Specific budget data can be found in the Leisure Services & Social Services section.

Utilities Services Fund - an internal service fund used to account for the energy and utility costs of the Town and Board of Education. Specific budget information can be found in the Facilities Services section.

Technology Investment Fund – a special revenue fund established July 1, 2003 to identify a recurring revenue stream dedicated to continued investment in the Town's e-business strategy. This fund is detailed in the Information Technology section.

West Hartford Center – Special Services District Fund - a fund created to account for the financial activity of the West Hartford Center Special Services District. The District is responsible for collecting Special Services District Tax and operation of the parking garages and surface lots of the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services. Specific budget information can be found in the Non-Departmental section. This fund is not subject to appropriation.

West Hartford Library Fund - a special revenue fund to account for grants and other receipts received by the library through the Connecticard Program, interlibrary loan program, photocopying and computer search activities. Specific budget information can be found in the Library Services section.

Westmoor Park Fund - a special revenue fund to account for income received from an external trust and expenditures to maintain Westmoor Park. Specific budget information can be found in the Leisure Services & Social Services section.

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